

City of Cornwall – 2019 Operating and Capital Budget

The City of Cornwall is governed by a Council/Chief Administrative Officer form of government. The Chief Administrative Officer (CAO) provides advice and guidance to Council while carrying out Council policies and programs.

The City provides municipal services to approximately 47,000 citizens within its boundaries and an additional 65,000 citizens of the United Counties of SDG for Social and Housing Services, Paramedic Services and a Home for the Aged.

The Municipality has over 700 full-time employees providing a wide range of services and programs.

Services/programs include:

- Infrastructure and Municipal Works (roads, sidewalks and facilities)
- Public Transit
- Recreation, Cultural Programs, Library
- Protective Services (Policing, Fire and Paramedic)
- Social and Housing Services
- Home for the Aged
- Community Planning
- Economic Development
- Regulatory and Compliance
- Environmental Stewardship

City staff are responsible for overseeing numerous programs and services that keep the City running every day.

Each year, the Council approves a budget that supports these numerous services and programs in our community. The City's budget document acts as a blueprint for setting priorities for municipal programs, services and initiatives.

2019 Budget Process Overview

Each year, staff put forward a preliminary budget for Council review. The Financial Services department coordinates the development of the budget document annually in conjunction with all City departments. This includes both operating and capital budgets. The budget division oversees the process from departmental submissions through to publication of the approved budget document by Council. As part of the budget process, this division also coordinates budget submissions from Community Partners and applications through the Municipal Grants Program.

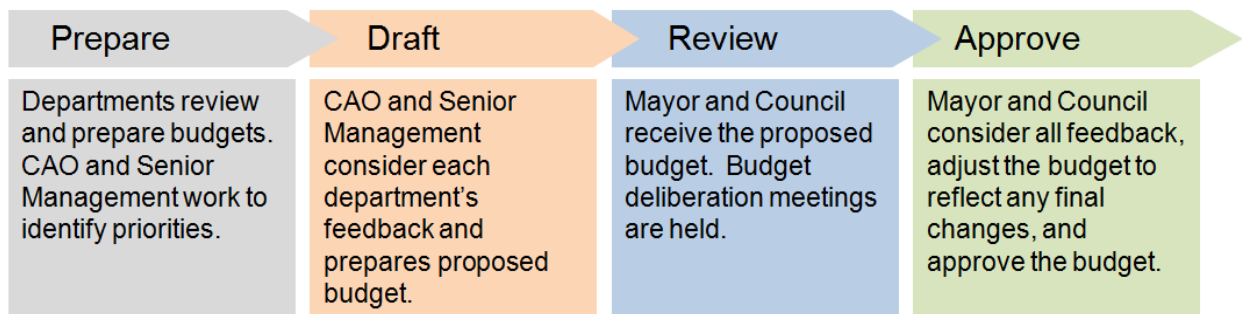
The development of the City's budget is based on several supporting plans/documents: Asset Management Plans (FCapX, 2016; Dillion and Watson, 2014), the Water and Wastewater Financial Plan (Watson, 2015), Long-Term Financial Plan (KPMG, 2017), the Development Charges Background Study (Watson, 2017), and several departmental master plans.

The principles in the preparation of the annual budget may be summarized into the following:

- Maintain existing service levels,
- Incorporate long-term perspective,
- Establish linkages to Corporate and departmental plans,
- Identify and implement efficiencies,
- Keep tax levy reasonable,
- Ensure user fees for services are appropriate,
- Have planned capital projects ready for grant opportunities with upper levels of government (shovel-ready).

Sections 289, 290 and 291 of the *Municipal Act* outlines the regulations for a municipality's yearly budget/multi-year budgeting process. Unlike federal and provincial budgets, municipal budgets must be balanced at the end of the year. Council is required to approve a balanced budget each calendar year (January 1–December 31), before final property taxes can be billed.

Although municipalities take different approaches to completing the annual budget exercise, the process generally follows a similar cycle.



The budgeting process allows municipalities to prioritize projects, programs, and service levels based on anticipated revenue and expenses.

Long Term Financial Plan

In 2017, Council adopted a Long Term Financial Plan (LTFP). The LTFP is an important part of the budgeting framework. It allows Council to monitor long term financial sustainability while working to address the needs and expectations of the community reflected in the Strategic Plan and related departmental plans and strategies.

The LTFP is designed to encourage progress towards the City's long-term financial goal of sustainability. Together with the City's strategic plan, Asset Management Plan (AMP), water/wastewater plans, and annual budgets, the LTFP is an effective component of the City's budget development and an integral part of ongoing planning efforts that support the delivery of community services.

The LTFP will assist the City with:

- ensuring long-term financial sustainability;
- delivering services in a cost-effective and efficient manner;
- identifying cost-recovery through user fees from consumers;
- managing the City's capital assets;
- using debt financing where appropriate;
- maintaining reserve and reserve funds at appropriate levels.

The model forecasts the City's capital and operating expenditures/revenues and addresses in detail, issues related to asset management (linear and other), adequacy of reserves, debt management, and property tax, as it relates to current levels of service and future growth.

The LTFP for the City of Cornwall was constructed upon two key building blocks: the implementation of life-cycle costing and a capital levy.

Life-Cycle Costing

Life-cycle costing is the process of estimating how much money will be spent on an asset over the course of its useful life. Life-cycling costing would be used to plan the replacement of the City's assets; such as, fleet and equipment replacement, facility capital maintenance, ITT infrastructure, traffic signal upgrades, and road resurfacing.

With life-cycle costing, the city would determine the assets expense at a future value, determine the annual reserve contribution and contribute this amount to a reserve over the useful life of the asset. By charging itself for the use of the asset, the City will build its reserve and fund capital from the reserve, significantly reducing the long term cost of capital asset replacement.

To begin this initiative, following a recommendation in the LTFP, the City has implemented a flat contribution to the Recreation Facilities Reserve (2018 \$150,000; 2019 \$200,000 with annual contributions growing consistently to \$1 million in 2025 and remaining flat for the remaining years of the plan).

Capital Levy

The capital levy will provide long-term financial support to the City's capital program. A capital levy is applied each year for projects that are typically not funded by long-term financing. A capital levy would be used to plan for the replacement of City's assets; such as, culvert replacement, street light pole replacement, road reconstruction/construction.

The LTFP gradually implements a capital levy as a percentage of net operating expenditures starting at 0.25% in year 2018, increasing every year to 2.0% in the year 2026. In 2019, the City will contribute \$159,830 (2018 - \$155,331) to the Road Infrastructure Reserve.

A capital levy will reduce the City's reliance on external debt financing and reduce the long term cost of capital expenditures.

This financial planning model assisted in the preparation of the City's 2019 budget submission. The Financial Services department updates the LTFP every year after the budget is approved.

Asset Management Planning

Asset management is a municipality's plan for how to manage municipal infrastructure in order to provide services to residents and other users in a way that meets their expectations and is financially sustainable into the future.

Asset management planning is the process of making the best possible decisions regarding building, operating, maintaining, renewing, replacing, and disposing of infrastructure assets. An AMP incorporates detailed asset inventories, operational/maintenance tasks, and long-term financial planning to ensure that annual revenue, reserves, and reinvestment are sufficient to facilitate the long-term viability of the system.

The City has always practiced a form of asset management. For many years, staff and consultants have completed separate analysis to address future repair, rehabilitation and/or replacement requirements with related estimated costs necessary to maintain the City's critical assets.

The five generally recognized components of an AMP include:

- Performing an inventory and condition assessment of the system's assets;
- Defining level of service goals;
- Identifying critical assets;
- Establishing life cycle costs, and
- Developing a long-term funding strategy.

Examples of benefits/outcomes that can be realized through asset management:

- Prolonging asset life and improving decisions about asset rehabilitation, repair, and replacement;
- Meeting consumer demands with a focus on system sustainability;
- Setting rates based on sound operational and financial planning;
- Budgeting focused on critical activities for sustained performance;
- Meeting service expectations and regulatory requirements;
- Improving responses to emergencies;

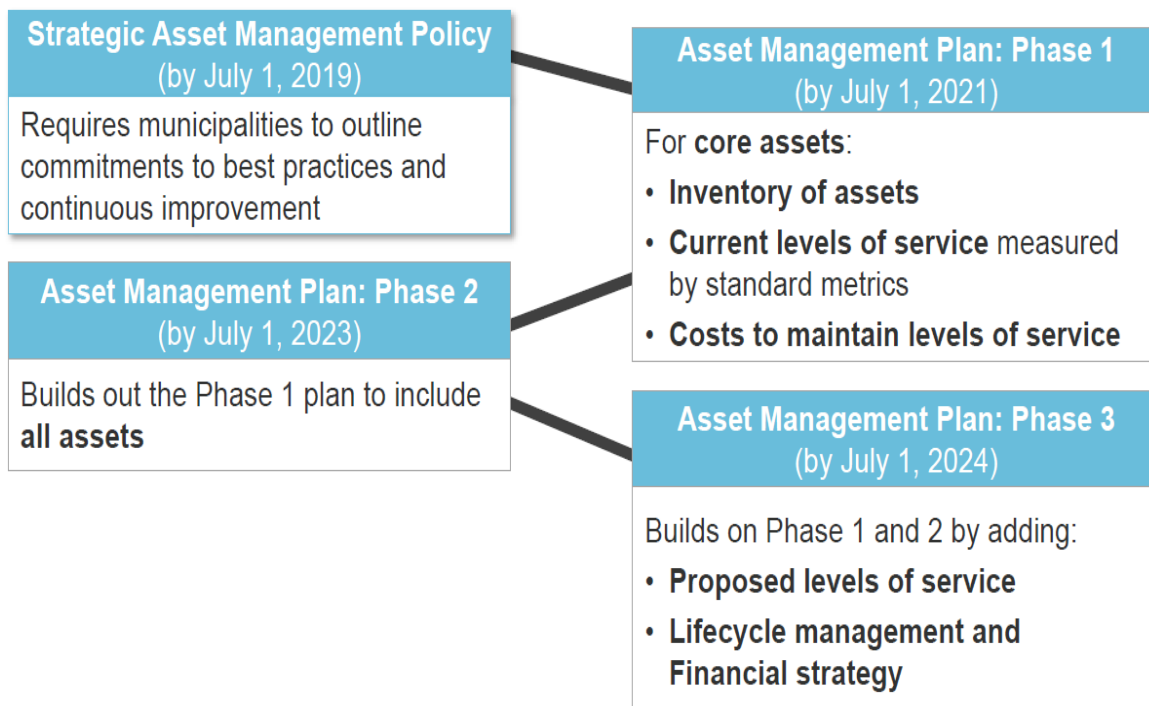
- Improving the security and safety of assets;
- Reducing overall costs for both operations and capital expenditures.

Regulating Asset Management Planning

The Infrastructure for Jobs and Prosperity Act, 2015, was proclaimed on May 1, 2016 and includes an authority for the province to regulate municipal asset management planning. The purpose of the regulation is to implement best practices throughout the municipal sector so that the province, municipalities, and the federal government can work together to address challenges posed by aging infrastructure and increasing renewal pressures.

On January 1, 2018, Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure came into effect. The regulation sets out requirements for municipal asset management planning to help municipalities better understand their infrastructure needs and inform infrastructure planning and investment decisions. Building on the province's *2012 Building Together: Guide for Municipal Asset Management Plans*, municipalities are required to adopt a strategic asset management policy that would promote best practices and link asset management planning with budgeting, operations, maintenance and other municipal planning activities. Continued municipal asset management planning will also help councils prepare long-term infrastructure financing plans and make good investment decisions for their residents

The following is an overview of the regulatory requirements for a Strategic Asset Management Plan (SAMP) as outlined in O. Reg. 588/17:



By July 1, 2019, all municipalities must have a SAMP policy in place, must implement an AMP to cover core assets by 2021, and an AMP for all assets by 2023. The last phase of the regulatory requirements is to include proposed levels of service and lifecycle management and financial strategy in the municipality's AMP by 2024. In the coming months, City Administration will bring a draft SAMP policy to Council for review and adoption.

Operating Budget

The operating budget includes the day-to-day expenses and revenues that are required to run the municipality and provide services to citizens. It includes expense items; such as, salaries, contracted services, fuel, utilities, building materials, transfer payments, debt charges, and capital supported by the tax base. The City's 2019 operating expenditures increased by \$1.9 million (1.2%) when compared to the 2018 budget.

Operating expenses are offset by revenues. Municipalities rely on property taxation as a major source of revenue. The 2019 budget submission has been prepared with a tax levy of \$73,359,017. A tax levy increase of \$2,197,336 or 3.09%.

The 2019 budget submission is supported by the following revenue sources:

- \$75.7 million (44%) of total revenue comes from taxation, growth, supplementary taxation and payments in lieu;
- \$69.1 million (40%) of provincial grants supporting, for the most part, Social and Housing Services, Paramedic Services, and GSDL;
- \$18.3 million (11%) of revenue collected is from user fees and charges;
- \$7.8 million (4%) is received from other municipalities; and
- \$1.8 million (1%) from reserves.

The City's 2019 operating revenues (excluding taxation) increased by \$148,325 (0.14%) when compared to the 2018 budget.

Overall, including Police Services, the 2019 operating budget has increased by \$2.1 million (3.03%) when compared to the 2018 budget.

The 2019 budget submissions by department and the supporting commentary are provided in the Operating section of the budget book.

Capital Budget

The City acquires, operates, maintains and renews assets to support the delivery of services to residents, businesses, partner agencies, and visitors.

The capital budget funds the City's infrastructure. Roads, bridges and sidewalks provide transportation networks. Recreation centres and playgrounds are community gathering places where people learn, play, stay healthy, and interact with one another. Ambulances, fire trucks, and snow plows are required to support emergency services and keep our city safe and accessible all year long.

In 2016, the City developed an AMP for the years 2016 to 2025. In total, including water and wastewater assets, the assets owned by the City amount to a value in excess of \$1.3 billion (2016 replacement dollars). The City's assets supported by the tax base are estimated at \$648 million (2016 replacement dollars).

The capital budget is financed through a combination of debt, government grants, development charges, reserves and contributions from the operating budget (tax base).

The 2019 capital budget submission identifies projects that would be undertaken during the year and how each project will be funded. As part of the Capital section of the budget book, staff have provided commentary describing each project. Each department has also included their 10-year capital forecast to 2028.

Multi-Year Budgeting

A multi-year budget is a document that authorizes a municipality's planned expenditures and anticipated revenues for two or more consecutive budgetary years. The advantages of multi-year budgeting include improved financial management, long-term strategic planning, improved program monitoring and evaluation, linking operating and capital activities, and efficiencies with resources.

Multi-year budgeting is considered a best practice by the Government Finance Officers Association (GFOA) and has been embraced by several Canadian municipalities.

While the City of Cornwall has not implemented a multi-year budget approach, the annual budget does provide financial forecasting based on key assumptions applied to the operating budget for future years and through the application of the 10-year capital plan forecast.

To project the City's anticipated financial performance for the years 2020-2022 the following key assumptions, as outlined in the LTFP, were used:

- Revenue (users fees, investment income) has been forecasted to increase at 2%;
- Provincial funding (social assistance, court security) is expected to increase at 1% with the same increase for related expenditures (external transfers);
- Ontario Municipal Partnership Fund (OMFP) is forecasted at 85% of the 2018 allocation;
- Salaries and benefits are projected to increase at an average rate of 2.5% per year based upon our financial model. This reflects settlements under the City's collective bargaining agreements, including incremental increases, corresponding

increases for non-union personnel, and increases in benefit costs and other staffing adjustments;

- Costs for materials and goods (materials, fuel, parts, supplies, utilities) are projected to increase at a rate of 1.0% per year, which represents the assumed general increase in energy costs due to inflation and the impact of saving initiatives undertaken by the City;
- Other operating expenses (contracted services, etc) are projected to increase at a rate of 3.0% per year, which represents the assumed general rate of increase in operating costs due to inflation and the impact of regulatory changes;
- Insurance is expected to increase by 2%;
- Principal and interest charges have been estimated based on current debt, approved debt, and anticipated debt based on the 10-year capital budget forecast.
- Contributions to reserves are projected to increase as the City moves towards life-cycle costing;
- Projected capital expenditures and associated funding (based on financial policy recommendations) are based on the 10-year capital forecast.

The estimated financial forecast chart for the years 2020-2022 can be found page A-2 of the City Overall section of the budget book

Budget Challenges/Risks

Tax Refunds

Over the past couple of years, the City has refunded tax dollars related to property assessment adjustments from Municipal Property Assessment Corporation (MPAC). At this time, not all tax appeal files have been settled. It is estimated that the City will refund \$6.4M in property taxes in 2019. The following 4-year plan (2020-2023) presents an option to address this liability.

Projected 2019 tax refunds	6,400,000
2019 Budget	-1,500,000
Tax Stabilization Reserve	-2,100,000
Shortfall funded from Working Reserves	2,800,000
<u>4-Year Plan</u>	
The \$700,000 annual budgeted contribution to the Tax Stabilization Reserve would be redirected to repay the Working Reserve	-2,800,000

Ontario Municipal Partnership Fund (OMPF)

On December 21, 2018, the Minister of Finance issued a letter indicating that the OMPF program was under review.

OMPF allocations to municipalities is a critical component of funding that would have significant effects on residential tax rates if the funding is reduced or eliminated. In response to the Minister of Finance's letter, the Municipal Finance Officers' Association of Ontario (MFOA) conducted a survey of its membership so that information could be circulated on how municipalities are addressing the uncertainty surrounding the 2019 OMPF allocations in their budget approval process.

The responses from the survey included: increase communication with Council regarding the uncertainty and financial risk the municipality is facing, budget flat to the 2018 OMPF allocation, support any variances from reserves, assume and plan that the province will have a phase in approach and will honour the previous 85% guarantee, assume a smaller OMPF amount and increase the levy, put the budget on hold until there is further information/indication of the timing of OMPF.

On February 13, 2019, the Minister of Finance provided a follow up letter. Recognizing that municipalities are already into the budget year, the province would maintain the current structure of the OMPF for 2019. Funding to municipalities will remain virtually the same as in 2018. Allocation notices will be received in mid-March. As in the previous letter, the Minister notes that government transfer payments, including the OMPF program is under review and that the province is committed to announcing the 2020 allocations well in advance of the municipal budget year so that municipalities have appropriate time to plan.

In 2018, the City received \$3,834,100 in grant funding. The City has included this same amount in the 2019 budget submission. The City has included 85% of this amount in its 2020-2022 budget plan.

Court Security Funding

The Ministry of Community Safety and Correctional Services (MCSCS) provides funding to Cornwall Community Police Services (CCPS) to offset costs incurred for providing security services at provincial courts. The City sent an inquiry email regarding 2019 funding to MCSCS. The MCSCS responded noting that a province-wide review of government expenditures is currently underway and that results from this review will inform the decision-making process for 2019, including all new agreements and disbursement of funds. This program is aligned with the OMPF program and the City expects to receive notice at the same time for both Programs.

Capital funding from senior governments

Capital projects submitted by Transit Services rely on funding from the Investing in Canada Infrastructure Program (ICIP). Projects that are contingent on ICIP funding will be put on hold until the roll out of the ICIP is finalized.

Reserves and Reserve Funds

The City maintains reserve and reserve funds in accordance with the Reserves and Reserve Funds Policy. Reserves are a critical component of a municipality's long-term financial planning. The purpose of maintaining reserves is to:

- Provide stability of tax rates;
- Provide funding for one-time or short term requirements without permanently impacting tax and utility rates;
- Make provisions for the replacement and/or maintenance of capital assets and infrastructure;
- Provide flexibility to manage debt levels and protect the City's financial position;
- Provide a source of internal financing;
- Ensure adequate cash flows;
- Provide for future liabilities incurred in the current year but paid for in future years.

The Reserves and Reserve Fund Policy ensures that annual reporting to Council will occur at the same time that the City's Financial Statements are presented. The annual report is to provide an update on the balances of reserves, how they compare to the targeted funding levels established in the policy, and recommend to Council a plan to work towards achieving the targeted balances.

As the City moves forward, financial sustainability must continue as one of Cornwall's key priorities. Reserves are a critical component of the City's LTFP. Continued infrastructure renewal investment will ensure that services are sustainable in the future and meet the citizen's level of service expectations. Adequate reserves will position the City to be able to meet these future infrastructure needs.

Further detail regarding City reserves can be found in the Reserve section of the budget book.

Development Charges

Development charges (DCs) are collected by municipalities to recover a portion of the growth-related costs associated with the capital infrastructure needed to service new development.

DCs are based on the methodology that existing taxpayers should not be liable for capital costs of new growth. At the same time, new taxpayers should not have to contribute more than the net capital cost attributable to growth in order to maintain current levels of municipal services.

DCs are the primary way for Ontario municipalities to raise funds for required growth related capital infrastructure improvements related to the provision of services and to provide a

funding source to minimize the impact on the existing tax base. DC funds may only be used for the purpose for which they are collected.

As part of the 2016-2018 Strategic Plan initiative, the City retained Watson and Associates Economists to undertake the development charges study process. The overall objective of the study was to introduce development charge rates that reasonably represented the anticipated costs resulting from projected growth over the 10 year forecast of the study.

The 2019 budget submission includes \$2.1 million from the DC reserve to fund capital projects. Financial Services, in consultation with departmental staff, reviewed the capital budget submission to determine growth related projects that would be eligible for recovery from DCs.

Following the approval to the DC bylaw, the City began charging DCs in April of 2018; therefore the use of DCs as a funding source for capital projects was not included in the City's LTFP. This new funding source will relieve financial pressures from the tax base, reserves, and the necessity to borrow.

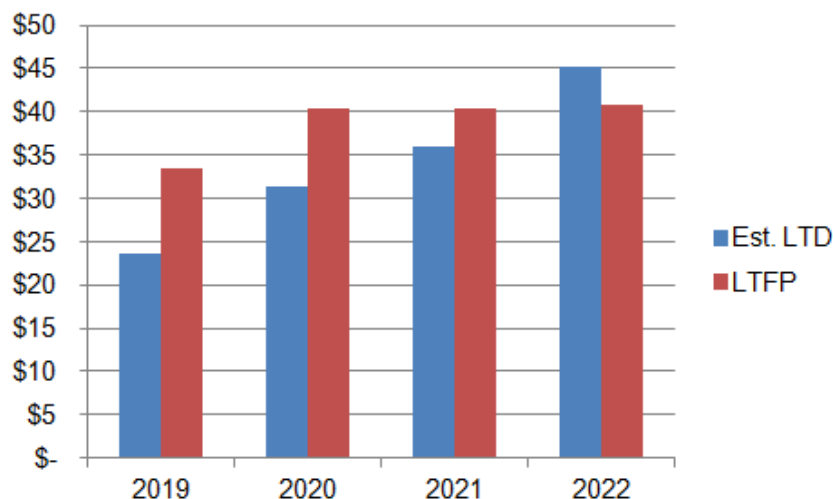
Long Term Debt

Debt is a long-term tool that can be used to help fund the capital budget. In many respects, it works much like a home mortgage, with the principal and interest being repaid over the asset's life.

One of the principles in the LTFP, states that debt financing should be used, where appropriate. More specifically, debt financing should only be considered for new, non-recurring infrastructure requirements, programs and facilities which are self-supporting and projects where the cost of deferring expenses exceeds debt servicing costs.

As part of the general taxation budget, the City has a total of \$22.5 million in outstanding debt at the beginning of the 2019 fiscal year, an additional \$11.2 million of approved borrowing from prior years, with approximately \$59.4 million (\$12.3 million in 2019 budget submission) in new debt to be issued over the next ten years.

The following chart shows the four-year (2019-2022) forecasted balance (shown in the millions) of long-term debt compared to the LTFP.



One of the financial policy recommendations from the LTFP is that over a ten year period, the City would shift capital funding from debt financing to reserve funding based upon life-cycle costing. The City's goal would be a financial state where debt financing is a last resort tool for one-time projects where insufficient life-cycle costing funds are available.

To accomplish this, the municipality has set specific targets for debt, which will help it to steadily reduce its debt level and associated debt charges (principal and interest) that must be repaid each year.

The maximum long term borrowings available to the City based on the 2018 Annual Repayment Limit (ARL) is approximately \$309.9 million resulting in debt capacity available to the City of approximately \$271.1 million based on provincial guidelines. The annual repayment limit for the City is \$24.9 million.

However, in order for debt to be affordable and sustainable, the City is following a policy recommendation in the LTFP that sets a maximum annual repayment limit of 10% of net own-source revenues (approximately \$10.7 million in principal and interest payments annually).

The City remains well within its annual debt and financial obligation limit. The City's annual debt payment for 2017 was \$5.3 million (\$4.0 million in principal and \$1.3 million in interest).

Each year, at the same time that the City's Financial Statements are presented, a report is presented to Council containing information related to the current status of the City's Municipal Debt Limits.

Debt Management Policy

The City's LTFP recommends the City adopt a Debt Management Policy. A Debt Management Policy would be a comprehensive policy on debt issuance and would form a cornerstone of the City's financial strategy. The purpose of the Debt Management Policy would be to formally set out the parameters and provide guidance by establishing guidelines and appropriate controls for the use and issuance of debt and by integrating debt management with other long-term planning.

During 2019, the Financial Services department plans to develop a draft Debt Management Policy for Council's consideration.

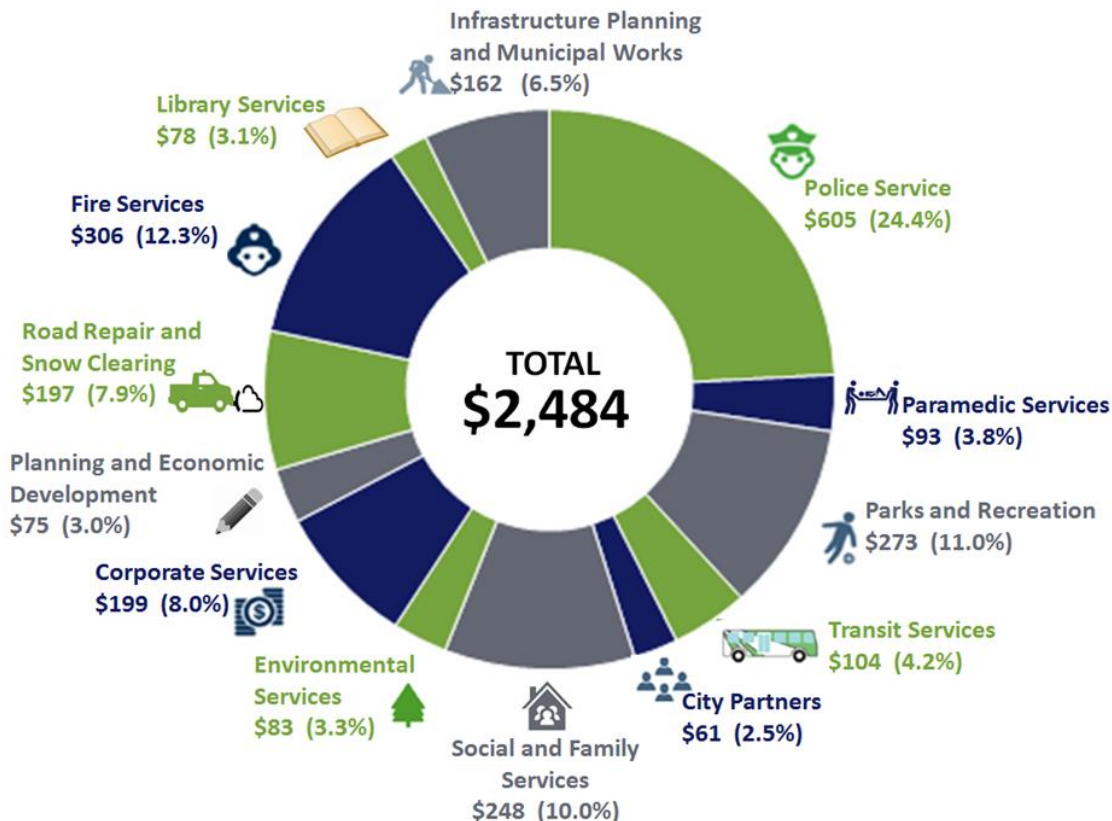
Budget Highlights

The 2019 Budget for the City of Cornwall can be summarized as follows:

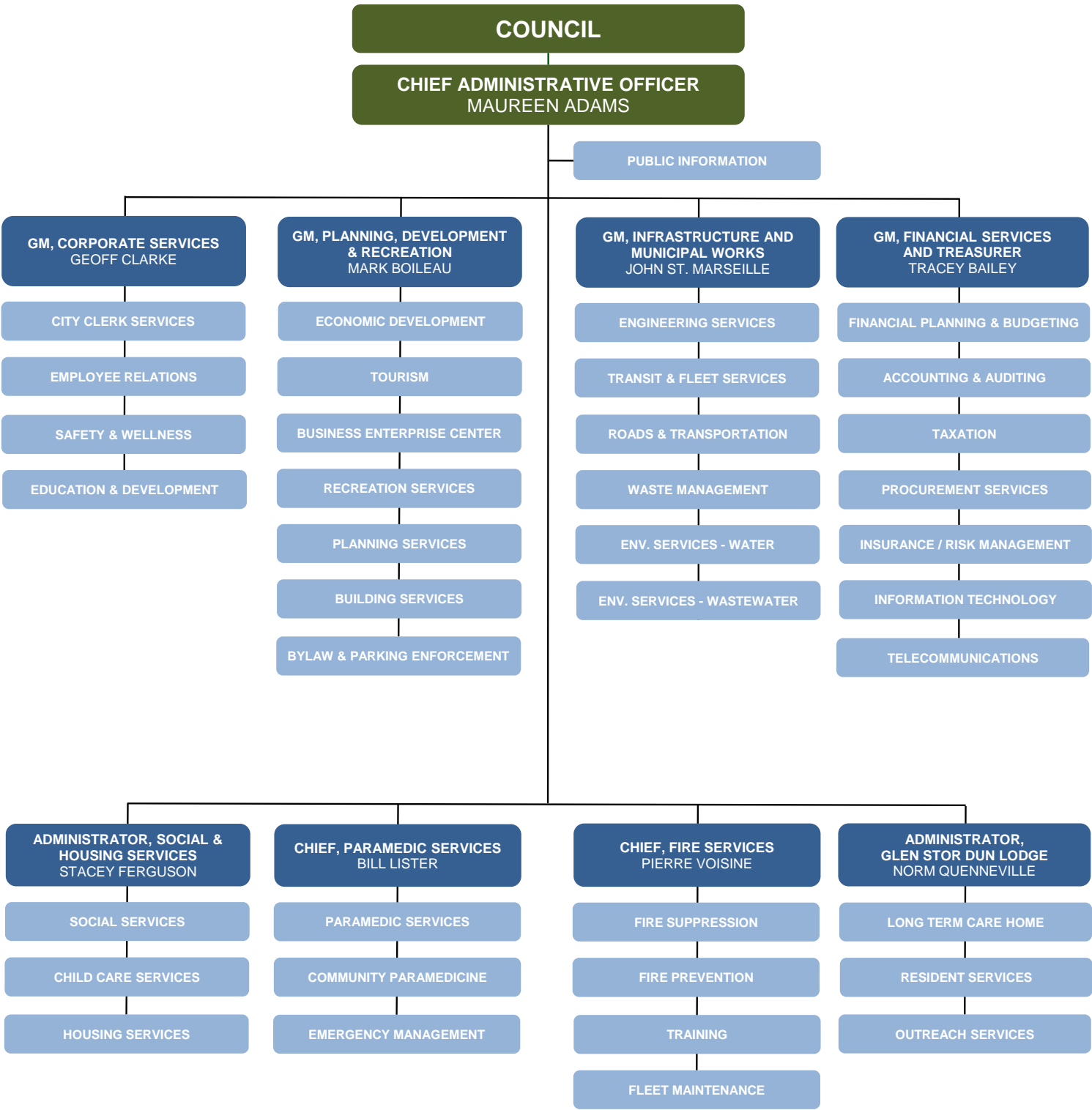
- ❑ This document has been prepared with a tax levy of \$73,359,017. A tax levy increase of \$2,197,336 or 3.09%;
- ❑ This includes \$425,000 of growth (new assessment from 2018 supplementary taxation) that has been added to the 2019 tax roll;
- ❑ Operating budgets funded from the tax base for City departments (including Police Services) has increased by \$2,109,686 or 3.03%;
- ❑ The combined net capital budgets for City departments funded from the tax base have increased from \$1,586,850 to \$1,674,500 (\$87,650 or 5.52%);
- ❑ The City manages an annual operating budget of \$177.5 million and a capital budget of \$22.2 million.

Proposed Tax Dollars at Work

The 2019 municipal taxes for the average home assessed at \$169,932 would be \$2,484.35 annually (\$2,412.90 in 2018). An average annual increase of \$71.45 or 2.96%.



Organizational Chart - Leadership



CITY OF CORNWALL - General Taxation

Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	\$56,860,860	\$51,315,337	\$58,536,684	\$60,732,908	\$2,196,224	3.75%
Purchase of Goods	\$8,783,216	\$7,549,852	\$8,885,715	\$9,152,398	\$266,683	3.00%
Services and Rents	\$27,822,362	\$25,318,638	\$34,031,652	\$33,029,246	(\$1,002,406)	(2.95%)
Financing LTD Principal & Interest	\$2,575,743	\$2,624,544	\$3,567,063	\$3,887,311	\$320,248	8.98%
Insurance	\$1,120,557	\$759,199	\$956,424	\$894,392	(\$62,032)	(6.49%)
Financial and Transfers	<u>\$52,041,677</u>	<u>\$40,755,843</u>	<u>\$50,568,013</u>	<u>\$50,734,985</u>	<u>\$166,972</u>	<u>0.33%</u>
Subtotal	\$149,204,415	\$128,323,413	\$156,545,551	\$158,431,240	\$1,885,689	1.20%
REVENUE						
Payments in Lieu & Supplementary & Growth	\$2,755,167	\$1,935,554	\$1,954,205	\$2,358,600	\$404,395	20.69%
Provincial and Federal Grants	\$63,813,721	\$53,376,544	\$70,129,779	\$69,072,722	(\$1,057,057)	(1.51%)
Other Municipalities	\$7,496,784	\$6,536,544	\$7,210,043	\$7,792,322	\$582,279	8.08%
Fees, Service Charges, & Misc Revenue	\$18,626,223	\$15,830,693	\$17,576,292	\$18,267,287	\$690,995	3.93%
Internal Revenue	\$6,224,393	\$5,018,419	\$6,948,655	\$6,460,720	(\$487,935)	(7.02%)
Contribution from Reserves	<u>\$2,410,333</u>	<u>\$659,067</u>	<u>\$1,820,860</u>	<u>\$1,836,508</u>	<u>\$15,648</u>	<u>0.86%</u>
Subtotal	<u>\$101,326,621</u>	<u>\$83,356,821</u>	<u>\$105,639,834</u>	<u>\$105,788,159</u>	<u>\$148,325</u>	<u>0.14%</u>
OPERATING SUBTOTAL	<u>\$47,877,794</u>	<u>\$44,966,592</u>	<u>\$50,905,717</u>	<u>\$52,643,081</u>	<u>\$1,737,364</u>	<u>3.41%</u>
 Police Services	 <u>\$18,370,873</u>	 <u>\$16,544,232</u>	 <u>\$18,669,114</u>	 <u>\$19,041,436</u>	 <u>\$372,322</u>	 <u>1.99%</u>
 NET OPERATING COST (TAXATION)	 <u>\$66,248,667</u>	 <u>\$61,510,824</u>	 <u>\$69,574,831</u>	 <u>\$71,684,517</u>	 <u>\$2,109,686</u>	 <u>3.03%</u>
CAPITAL						
Gross Capital	\$1,134,088	\$1,586,850	\$17,481,900	\$22,282,000	\$4,800,100	27.46%
Capital Funding	\$0	\$0	<u>(\$15,895,050)</u>	<u>(\$20,607,500)</u>	<u>(\$4,712,450)</u>	<u>29.65%</u>
NET CAPITAL COST (TAXATION)	<u>\$1,134,088</u>	<u>\$1,586,850</u>	<u>\$1,586,850</u>	<u>\$1,674,500</u>	<u>\$87,650</u>	<u>5.52%</u>
 TOTAL OPERATING AND CAPITAL (SUPPORTED BY TAXATION)	 <u>\$67,382,755</u>	 <u>\$63,097,674</u>	 <u>\$71,161,681</u>	 <u>\$73,359,017</u>	 <u>\$2,197,336</u>	 <u>3.09%</u>

Long Term Financial Plan (LTFP)

	Budget 2018	2019	FORECAST		
		2020	2021	2022	
Net Operating Budget	61,293,583	62,784,976	63,896,270	65,129,468	66,705,601
change \$		1,491,393	1,111,294	1,233,198	1,576,133
change %		2.43%	1.77%	1.93%	2.42%
Debt Payments	3,567,063	3,887,311	4,684,873	5,959,231	6,705,688
Net to/from Reserves	4,714,185	5,012,230	5,473,355	5,976,904	6,526,779
Total Net Operating	69,574,831	71,684,517	74,054,498	77,065,603	79,938,068
Total Net Capital	1,586,850	1,674,500	2,800,000	3,585,000	3,320,000
Total Levy	71,161,681	73,359,017	76,854,498	80,650,603	83,258,068
Net Levy Change \$		2,197,336	3,495,481	3,796,105	2,607,465
Net Levy Change %		3.09%	4.76%	4.94%	3.23%

2019 OPERATING BUDGET



Operating Budget

The operating budget provides resources for the day-to-day costs of delivering municipal programs and services to residents; including, programs and services in diverse sectors such as transit, policing, fire services, social and family services, waste collection and recycling, paramedic services, leisure programs, transportation and snow clearing.

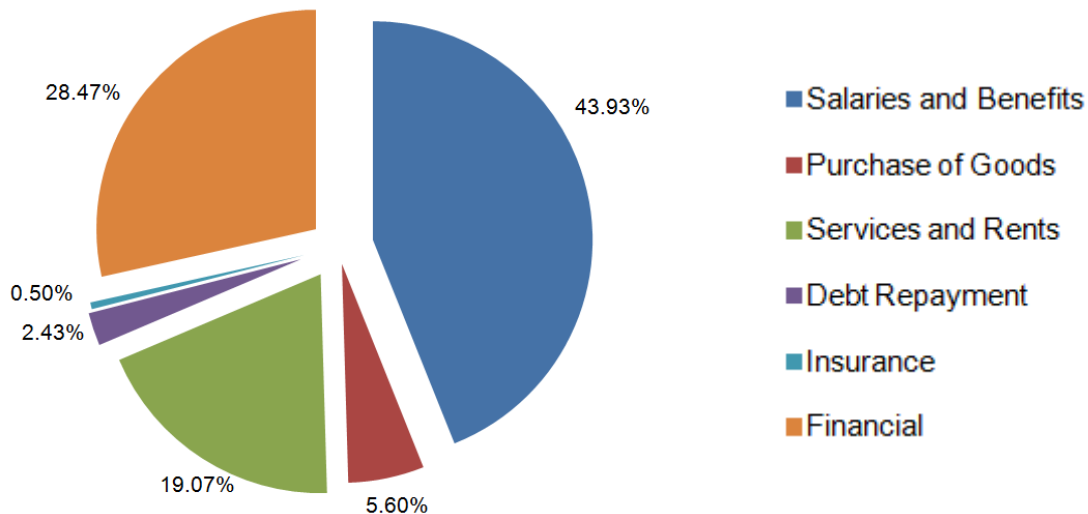
The City followed a very thorough process to minimize the annual tax increase while maintaining levels of service and meeting regulatory requirements.

The City's operating budget is \$177.5 million (including Police Services). The City's operating costs increased by \$2.1 million (3.03%) when compared to 2018.

Operating Expenditures

Operating expenditures are costs associated with the delivery of services including labour, fuel, utility costs, and contracted services. The operating budget also includes long-term debt charges, insurance, and financial transfers.

Major components of the operating budget are summarized in the following expenditure categories.



Salaries and Benefits

Salaries and benefits are the largest component of the City's operating budget. Salary and benefit increases represent incremental and contractual obligations. A staffing comparison can be found on page S-1 of the Staffing Complement section of the budget book. Any staffing changes are noted as part of each department's commentary.

Purchase of Goods and Services and Rents

Fuel (gasoline/diesel): The City purchases approximately 1.33 million litres of fuel (602.4 thousand litres in gasoline and 727.6 thousand litres in diesel) in a year. The City is budgeting \$1.10 per litre in 2019 (95¢ in 2018). The budget for fuel in 2019 is \$1.46 million.

Contracted Services: The City budgets for contracted services based on existing contracts and historical trends.

All purchases of goods as well as services and rents have been reviewed and adjusted by departmental staff based on a three year average and/or trends using an inflation factor where appropriate.

Debt repayment

Expenditures for interest and principal repayments of previously issued debt represent 2.43% of overall City expenditures. These repayments are for a fixed amount and term and it is not within Council's ability to adjust them during the yearly budget-setting process.

Insurance

The City's insurance premiums have been stable over the past several years. The City renewed its coverage at the beginning of 2019 which saw a decrease in premium costs by \$62,032.

Financial

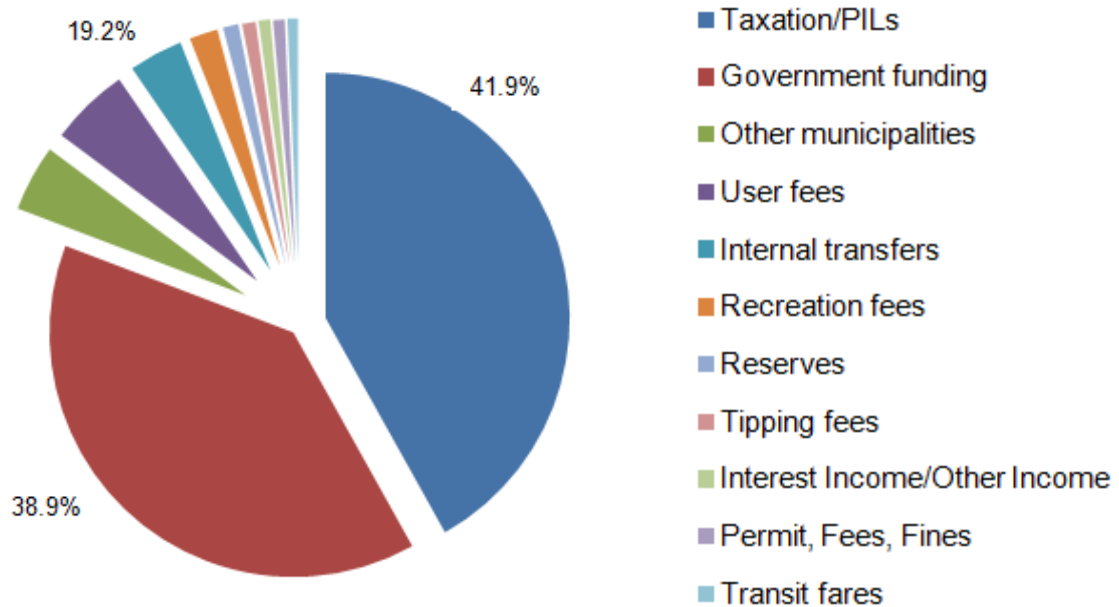
The items budgeted under the Financial component of the operating budget are mostly transfer payments for Social and Housing Services, Community Partners and Agencies, tax write-offs, and the payment the City makes to MPAC for assessment services.

Operating Revenue

Funding for the services delivered by the City come from two main sources: taxation and grant funding. Municipalities in Canada generally rely on property taxation as their major source of revenue. The City's property tax revenue accounts for about \$75.7 million (41.9%) of the City's total operating budget. The City receives approximately \$70.2 million in grant funding. Grant funding is applied to specific services and programs; such as Ontario Works, Child Care Services, Social Housing, Paramedic Services, Police Services, and GSDL.

Budgeting for revenues is generally more challenging than budgeting expenditures, as most revenues are tied to external factors. The City budgets revenue on a three year average and/or trends.

The following chart illustrates the City's revenue sources included in the 2019 budget submission.



Allocation of Property Taxes between Classes

The following chart provides a breakdown of taxes by property class. MPAC completed the last province-wide reassessment in 2016 for the taxation years 2017, 2018, 2019 and 2020. The increases in the assessed value of properties are phased-in over these four years. 2019 is the third year of the 4 year phase-in.

The City will not see a major shift in taxes collected between classes in 2019.

Property Classes	2018 Taxes	2019 Taxes	\$ Change	% of Total 2018	% of Total 2019
Residential	\$36,850,103	\$38,610,186	\$1,760,083	51.78%	52.33%
Multi-Res	\$6,846,429	\$6,794,820	-\$51,609	9.62%	9.21%
Commercial	\$24,422,376	\$25,362,349	\$939,973	34.32%	34.37%
Landfill	\$13,529	\$14,007	\$477	0.02%	0.02%
Industrial	\$2,750,007	\$2,709,049	-\$40,958	3.86%	3.67%
Pipeline	\$255,180	\$265,364	\$10,183	0.36%	0.36%
Farm	\$24,057	\$28,242	\$4,186	0.03%	0.04%
Total Taxes	\$71,161,681	\$73,784,017	\$2,622,336	100.00%	100.00%

Provincial Funding Programs

It is common that a municipality only receive funding notices in the spring of the current budget year. The Province's fiscal year is April 1 to March 31. The following information is

provided so that Council is aware of the estimated revenue included in the City's budget for programs and services supported by provincial funding.

The GSDL receives provincial funding. Funding allocations are confirmed to March 31, 2019 and funding announcements are aligned with the Provincial budget in the spring. A 2% increase from April 1 to December 31 is included in the 2019 budget submission. The acuity funding allocation is normally announced in December, but the City has been advised that notification will be sent at the beginning of March. For budgetary purposes, a slight increase of approximately 1% was included in the budget. The 2019 budget submission for Program Funding (such as equalization, high wage, structural) was kept flat with 2018 as there is no indication that the government will provide an increase. Resident fees and preferred accommodation fees are set until June 30. Rates for fees are received in early summer and normally follow the rate of inflation. Included in the 2019 budget submission is an increase of 2% in this area for the period July 1 to December 31.

Social and Housing Services has not received confirmation of funding for 2019. The 2019 budget submission is primarily driven by the three year average program spending following program guidelines:

- Ministry of Education (MEDU) – anticipate receiving the allocation notice in the spring.
- Ministry of Municipal Affairs and Housing (MMAH) – current funding to March 31; anticipate allocation notice in the spring.
- Ministry of Children, Community and Social Services (MCCSS) – anticipate funding will be confirmed after contract negotiations, late winter/early spring.

Paramedic Services is funded (approximately 50%) by the Ministry of Health (MoH). Revenue has been budgeted to reflect an increase in the cost of living (2%). As in past years, it is anticipated that the MoH will provide a cost of living increase. An announcement normally is received in the spring of each year. The Community Paramedic Program is funded at 100% through a separate grant issued by the Champlain Local Health Integration Network (LHIN). Grant funding is secure until March 31, 2019. Currently, no announcement has been received on the extension of this program.

Hazardous Waste funding is based on a set amount of money per tonne of hazardous waste type (ie; paint, fertilisers, etc.). Funding will be confirmed after the last hazardous waste manifest is filed (November). This revenue has been budgeted based on the funding the City has received in the past with no increase.

The City receives funding for the 1,000 Officer's grant. The CCPS receives \$175,000 for this program. Funding is confirmed to March 31. The allocation notice is received in the spring.

Proposed New Fees/ Fee Increases

Included in the 2019 budget are the following proposed fee increases/new fees. Further information can be found in the commentary section of the department's budget page.

- Paramedic Services: Coverage for Special Events
- Transit Services: Fare increase starting May 1, 2019
- Waste Management: Various Fees
- Building Services: Building Permit Fees
- Parking Enforcement: Violations
- Recreation: Boat Trailer Parking

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Council

2019 Budget Submission

Role of Council:

- Represent the public and consider municipality's best interests.
- Develop and evaluate municipal policies and programs.
- Determine what services the municipality provides.
- Ensure administrative and controllership policies, practices and procedures are in place.
- Ensure accountability and transparency of municipal operations.
- Maintain the financial integrity of the municipality.
- Carry out the legislative duties of council under various Acts.

Description

The City of Cornwall is governed by an elected 11-member City Council comprised of the mayor and ten councillors representing the city as a whole. The mayor and city councillors serve four-year terms. 2019 is the first year of Council's four-year term.

Key Goals

1. Establish a Strategic Plan which includes a Vision, Mission and Values in support of the priorities for the municipality.
2. Establish goals and objectives.
3. Approve guidelines for preparing the annual budget.
4. Establish services and level of services.
5. Engage with staff, public and stakeholders.

Commentary

City Council holds regular meetings at City Hall, located at 360 Pitt Street. Typically, meetings are held at 7 p.m. twice a month, with the exception of March, July, August and December, when meetings are held once a month. Council meetings are broadcast live on TV Cogeco (cable channel 11), and they are also webcast through the City's website.

Salaries and Benefits

Salaries and benefits include Council salaries and half of the cost for an administrative assistant. The increase includes a cost of living adjustment of 2%. Prior to 2019, the City did not pay payroll deductions for EI, CPP, EHT on the one-third taxable allowance. With the elimination of the one-third taxable allowance, payroll costs are paid on Council's full remuneration.

Purchase of Goods

There is no change to the budget for the purchase of goods. This includes monies for public relations, promotion costs, stationery, food provisions, books and magazines.

Services and Rents

Included in the 2019 budget submission are the following subscription costs:

AMO	\$13,000
FCM	8,000
Chamber of Commerce	500
EOMC	5,000
AFMO	3,200
AMO-MEPCO	5,000
GLSLCI	3,300
Municipal Information Network	<u>1,200</u>
	\$39,200



Also included in Services and Rents is Council's conference/travel budget (\$35,000), councillor expense accounts (\$12,575 - \$1,257.50 each), Board Honourariums (CPS & GSDL \$17,736) and a budget for an Integrity Commissioner (\$7,500).

Financial and Transfers

The 2018 budget included cell phones and surface pros for the new Council (\$22,000). Starting in 2019, we plan to contribute \$5,500 each year to Reserves for the 2022 Council technological requirements.

Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
<u>OPERATING</u>						
EXPENDITURES						
Salaries and Benefits	\$262,771	\$237,818	\$280,342	\$293,322	\$12,980	4.63%
Purchase of Goods	\$16,027	\$14,851	\$17,000	\$17,000	\$0	0.00%
Services and Rents	\$99,537	\$95,689	\$114,991	\$123,071	\$8,080	7.03%
Financing LTD Principal & Interest	\$0	\$0	\$0	\$0	\$0	0.00%
Financial and Transfers	<u>\$28</u>	<u>\$56</u>	<u>\$22,000</u>	<u>\$5,500</u>	<u>(\$16,500)</u>	<u>(75.00%)</u>
Subtotal	\$378,363	\$348,414	\$434,333	\$438,893	\$4,560	1.05%
REVENUE						
Provincial and Federal Grants	\$0	\$0	\$0	\$0	\$0	0.00%
Other Municipalities	\$0	\$0	\$0	\$0	\$0	0.00%
Fees, Service Charges, & Misc Revenue	\$0	\$0	\$0	\$0	\$0	0.00%
Internal Revenue	\$0	\$0	\$0	\$0	\$0	0.00%
Contribution from Reserves	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
Subtotal	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
NET OPERATING COST (TAXATION)	<u>\$378,363</u>	<u>\$348,414</u>	<u>\$434,333</u>	<u>\$438,893</u>	<u>\$4,560</u>	<u>1.05%</u>
<u>CAPITAL</u>						
Gross Capital	\$0	\$0	\$0	\$0	\$0	0.00%
Capital Funding	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
NET CAPITAL COST (TAXATION)	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
TOTAL OPERATING AND CAPITAL	<u>\$378,363</u>	<u>\$348,414</u>	<u>\$434,333</u>	<u>\$438,893</u>	<u>\$4,560</u>	<u>1.05%</u>

Chief Administrative Officer

2019 Budget Submission

Includes:

- The Chief Administrative Officer is appointed pursuant to Section 229 of the Ontario Municipal Act, which states:
“A municipality may appoint a chief administrative officer who shall be responsible for,
(a) exercising general control and management of the affairs of the municipality for the purpose of ensuring the efficient and effective operation of the municipality; and
(b) performing such other duties as are assigned by the municipality.”
 - Public Information Services falls under the umbrella of the Office of the CAO.
-

Description

Responsible for managing the affairs of the municipality and the commitment to provide accessible, innovative and efficient services in support of the Council's Strategic Plan.

Key Goals

1. Administers the business affairs of the City of Cornwall.
2. Provides leadership and direction to the Senior Management Team and throughout the organization.
3. Directs the development and implementation of corporate policies and programs.
4. Provides the Mayor and Council with accurate information in a timely, open and transparent manner to facilitate healthy public debate and decision making.
5. Assist the Mayor and Council in the development of the City of Cornwall's Strategic Plan.
6. Directs general financial control of all departments and ensures the Mayor and Council are presented with annual financial reporting reflecting the performance of the corporation and variances for revenues and expenditures to the approved budget.
7. Ensures effective communication and public access to information regarding local government, programs and services.
8. Liaise with local boards, agencies, associations, other municipalities and senior levels of government to further the City's interests.

Commentary

Salaries and Benefits

Staffing levels have remained unchanged in 2019. The Public Information Coordinator position, which was vacant for a portion of 2018, was included in the 2018 budget for 8 months. This position has been filled and is budgeted at a full year in 2019. Other increases represent incremental and contractual obligations.

Services and Rents

The budget of \$30,000 for special projects and department audits was removed from the budget. There is approximately \$100,000 in Working Reserves available if an audit is recommended by the Audit Committee.

Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
<u>OPERATING</u>						
EXPENDITURES						
Salaries and Benefits	\$369,287	\$312,383	\$335,711	\$382,631	\$46,920	13.98%
Purchase of Goods	\$3,120	\$6,320	\$3,300	\$3,300	\$0	0.00%
Services and Rents	\$104,554	\$97,294	\$116,940	\$87,160	(\$29,780)	(25.47%)
Financing LTD Principal & Interest	\$0	\$0	\$0	\$0	\$0	0.00%
Financial and Transfers	<u>\$25,500</u>	<u>\$1,995</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
Subtotal	\$502,461	\$417,992	\$455,951	\$473,091	\$17,140	3.76%
REVENUE						
Provincial and Federal Grants	\$10,476	\$12,199	\$0	\$0	\$0	0.00%
Other Municipalities	\$500	\$0	\$0	\$0	\$0	0.00%
Fees, Service Charges, & Misc Revenue	\$0	\$0	\$0	\$0	\$0	0.00%
Internal Revenue	\$0	\$0	\$0	\$0	\$0	0.00%
Contribution from Reserves	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
Subtotal	<u>\$10,976</u>	<u>\$12,199</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
NET OPERATING COST (TAXATION)	<u>\$491,485</u>	<u>\$405,793</u>	<u>\$455,951</u>	<u>\$473,091</u>	<u>\$17,140</u>	<u>3.76%</u>
<u>CAPITAL</u>						
Gross Capital	\$0	\$0	\$0	\$0	\$0	0.00%
Capital Funding	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
NET CAPITAL COST (TAXATION)	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
TOTAL OPERATING AND CAPITAL	<u>\$491,485</u>	<u>\$405,793</u>	<u>\$455,951</u>	<u>\$473,091</u>	<u>\$17,140</u>	<u>3.76%</u>

Summary by Activity	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
CAO	\$487,322	\$405,793	\$455,951	\$473,091	\$17,140	3.76%
Special Projects / Senior Friendly Initiative	<u>\$4,163</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
TOTAL OPERATING AND CAPITAL	<u>\$491,485</u>	<u>\$405,793</u>	<u>\$455,951</u>	<u>\$473,091</u>	<u>\$17,140</u>	<u>3.76%</u>

Clerks Services

2019 Budget Submission

Includes:

- The Office of the City Clerk is legislated by the Municipal Act and is the interface between Council, Administration and the public. The Clerk's office is committed to serving the Council of The Corporation of the City of Cornwall, all City Departments and the citizens of this community through democratic processes such as Council meetings, elections, access to city records, and all legislative actions ensuring transparency to the public.
- Clerks Services provides corporate printing, courier services, and vital statistics, including marriage licences and ceremonies, lottery licences and death registrations.
- The Clerk has broad and independent authority under the Municipal Elections Act to deliver elections and by-elections.

Description

The Office of the City Clerk is committed and dedicated to serving the Council of The Corporation of the City of Cornwall, all City Departments and the citizens of this community.

The Department provides information pursuant to Provincial statutes and municipal regulations and lends itself to bringing respect and dignity to the City it serves by providing efficient, courteous and professional services.

Key Goals

1. Implementing a new meeting management solution and a new board manager solution.
2. Serving City Departments and Members of the Community with its various programs.
3. Process map administrative processes using lean principles for review for efficiency.
4. Policy & Procedure review.
5. Implementing a new Service Cornwall program and call centre focusing on the customer service experience.

Commentary

Revenue

Under the Vital Statistics Act, this office is responsible for registering deaths, issuing Marriage Licenses and performing Civil Marriage Ceremonies. This office is also responsible for Lottery Licensing for charitable organizations and includes Commissioners of Oaths on hand to assist the public. The 2019 Budget is based on revenue trends.

Software Implementation Project

The Department will be implementing a meeting management and board manager solution (eScribe) for the City's Council and Committee Meetings that will be integrated with webcasting and the website. These solutions will ensure compliance with accessibility requirements under the Ontarians with Disabilities and the Web Content Accessibility Guidelines. These programs will also ensure compliance with public record keeping requirements, including meeting attendance and conflicts of interest. The costs of these programs are included in the 2019 budget submission. A contribution from reserves is also included to offset the cost of this software.

Additionally, we will look to enhance customer service delivery through dedicated resources & technological solutions. We look to achieve this by having a specific person dedicated to taking calls and questions both via traditional telephone and along with other varied communication channels to manage the internal complaint process across departments; providing a better customer service delivery model.



Elections

The next Municipal Election will be held in 2022. A contribution to reserves is made in non-election years in order to substantially offset the cost of the election. The costs associated with the election will be reflected in the 2022 Budget.

Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
<u>OPERATING</u>						
EXPENDITURES						
Salaries and Benefits	\$414,877	\$392,160	\$408,057	\$371,272	(\$36,785)	(9.01%)
Purchase of Goods	\$42,587	\$43,542	\$49,050	\$36,800	(\$12,250)	(24.97%)
Services and Rents	\$402,822	\$625,075	\$510,232	\$388,526	(\$121,706)	(23.85%)
Financing LTD Principal & Interest	\$0	\$0	\$0	\$0	\$0	0.00%
Financial and Transfers	<u>\$70,300</u>	<u>\$34,847</u>	<u>\$32,495</u>	<u>\$90,300</u>	<u>\$57,805</u>	<u>177.89%</u>
Subtotal	\$930,586	\$1,095,624	\$999,834	\$886,898	(\$112,936)	(11.30%)
REVENUE						
Provincial and Federal Grants	\$0	\$0	\$0	\$0	\$0	0.00%
Other Municipalities	\$0	\$0	\$0	\$0	\$0	0.00%
Fees, Service Charges, & Misc Revenue	\$207,160	\$171,270	\$199,600	\$217,500	\$17,900	8.97%
Internal Revenue	\$0	\$0	\$0	\$0	\$0	0.00%
Contribution from Reserves	\$0	\$130,000	\$120,000	\$20,000	(\$100,000)	(83.33%)
Subtotal	<u>\$207,160</u>	<u>\$301,270</u>	<u>\$319,600</u>	<u>\$237,500</u>	<u>(\$82,100)</u>	<u>(25.69%)</u>
NET OPERATING COST (TAXATION)	<u>\$723,426</u>	<u>\$794,354</u>	<u>\$680,234</u>	<u>\$649,398</u>	<u>(\$30,836)</u>	<u>(4.53%)</u>
<u>CAPITAL</u>						
Gross Capital	\$0	\$0	\$0	\$0	\$0	0.00%
Capital Funding	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
NET CAPITAL COST (TAXATION)	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
TOTAL OPERATING AND CAPITAL	<u>\$723,426</u>	<u>\$794,354</u>	<u>\$680,234</u>	<u>\$649,398</u>	<u>(\$30,836)</u>	<u>(4.53%)</u>

Summary by Activity

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
Clerk's Division	\$680,397	\$688,557	\$620,061	\$604,398	(\$15,663)	(2.53%)
Election Division	<u>\$43,029</u>	<u>\$105,797</u>	<u>\$60,173</u>	<u>\$45,000</u>	<u>(\$15,173)</u>	<u>(25.22%)</u>
TOTAL OPERATING AND CAPITAL	<u>\$723,426</u>	<u>\$794,354</u>	<u>\$680,234</u>	<u>\$649,398</u>	<u>(\$30,836)</u>	<u>(4.53%)</u>

Human Resources

2019 Budget Submission

Includes:

- Human Resources strategy, organizational effectiveness, workforce planning, labour relations, employee relations, health, safety and wellness programs, competence development, performance management, leader sourcing and talent management, recruitment and orientation, employment turnover, compensation and benefits, human resource administration, employee engagement and recognition programs, and human resource reporting.

Description

Human Resources is the people department for the City of Cornwall providing a wide and varying range of service to approximately 550 full- time employees supported by a part-time complement in a number of municipal service areas.

Its mission is to train, develop and motivate the City employees to enable them to provide the best possible service to the citizens of Cornwall.

Collective Bargaining and Union Representation. There are four (4) Unions with seven (7) bargaining units which is approximately 86% of the full-time regular workforce.

Key Goals

1. Process map administrative processes using lean principles for review for efficiency.
2. Policy and Procedure review for internal policies.
3. Leadership training for all organizational levels.
4. Roll out of new performance appraisal process, which includes objective setting goals and leadership competencies.
5. Launching a corporation wide orientation program.

Commentary

In addition to delivering our regular services, the Human Resources area is looking on delivering in 5 key areas in 2019:

HR will review our administrative processes with lean principles in mind; this exercise will improve any possible efficiency while removing any redundancies that may come to light.

As it has been some time since we have undergone a review of our existing policies we will look to perform a comprehensive review of our internal policies and procedures to look at eliminating outdated policies, updating the policies where relevant and amalgamating into one policy where there may currently be several.

Using our web-based and traditional classroom approach we will continue to focus on our leadership development within the Corporation. We have four core competency areas established in our leadership development pipeline and have developed curriculum based on that framework.

The performance appraisal process has been updated and completed, with a change coming to how we conduct performance feedback. The new system will focus on S.M.A.R.T goals and objectives along with a section focussed on the development of our leadership competencies. This approach will help us focus not just on delivering results to the corporation but to put focus on how we deliver these objectives, with intent of creating a positive culture for all city employees.

In keeping with building on our culture we will look to roll out a multi-day orientation program city wide. In this orientation we will look to cover all administrative, compliance and cultural elements of employment with the City.

Salaries and Benefits

Staffing levels have remained unchanged in 2019. The HR Labour Relations position, which was vacant for a portion of 2018, was included in the 2018 budget for 9 months. This position has been filled and is budgeted at a full year in 2019. Other increases represent incremental and contractual obligations.

Services and Rents

In 2019, a reduction in expenses related to training and education has been budgeted in line with historical trends. Changes to statutory requirements have also resulted in cost savings.

Workplace Safety and Insurance Board (WSIB)

The 2019 budget submission for Financial and Transfers has increased by \$200,000 as a result of WSIB related expenses. Human Resources bares the cost of these WSIB expenses; however, an offsetting revenue exists as these costs are recovered from other departments.

Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
<u>OPERATING</u>						
EXPENDITURES						
Salaries and Benefits	\$1,170,079	\$1,027,097	\$1,218,766	\$1,291,845	\$73,079	6.00%
Purchase of Goods	\$13,591	\$4,014	\$8,200	\$3,750	(\$4,450)	(54.27%)
Services and Rents	\$361,881	\$326,973	\$325,476	\$286,560	(\$38,916)	(11.96%)
Financing LTD Principal & Interest	\$0	\$0	\$0	\$0	\$0	0.00%
Financial and Transfers	<u>\$812,121</u>	<u>\$701,143</u>	<u>\$657,000</u>	<u>\$856,000</u>	<u>\$199,000</u>	<u>30.29%</u>
Subtotal	\$2,357,672	\$2,059,227	\$2,209,442	\$2,438,155	\$228,713	10.35%
REVENUE						
Provincial and Federal Grants	\$0	\$0	\$0	\$0	\$0	0.00%
Other Municipalities	\$0	\$0	\$0	\$0	\$0	0.00%
Fees, Service Charges, & Misc Revenue	\$0	\$0	\$0	\$0	\$0	0.00%
Internal Revenue	\$803,523	\$622,771	\$650,000	\$850,000	\$200,000	30.77%
Contribution from Reserves	\$0	\$0	\$0	\$0	\$0	0.00%
Subtotal	<u>\$803,523</u>	<u>\$622,771</u>	<u>\$650,000</u>	<u>\$850,000</u>	<u>\$200,000</u>	<u>30.77%</u>
NET OPERATING COST (TAXATION)	<u>\$1,554,149</u>	<u>\$1,436,456</u>	<u>\$1,559,442</u>	<u>\$1,588,155</u>	<u>\$28,713</u>	<u>1.84%</u>
<u>CAPITAL</u>						
Gross Capital	\$0	\$0	\$0	\$0	\$0	0.00%
Capital Funding	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
NET CAPITAL COST (TAXATION)	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
TOTAL OPERATING AND CAPITAL	<u>\$1,554,149</u>	<u>\$1,436,456</u>	<u>\$1,559,442</u>	<u>\$1,588,155</u>	<u>\$28,713</u>	<u>1.84%</u>

Summary by Activity	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
Human Resources Admin	\$680,599	\$631,044	\$606,571	\$698,354	\$91,783	15.13%
Employee Development	\$201,242	\$164,352	\$220,740	\$136,063	(\$84,677)	(38.36%)
Payroll & Benefits	\$672,308	\$641,060	\$732,131	\$753,738	\$21,607	2.95%
TOTAL OPERATING AND CAPITAL	<u>\$1,554,149</u>	<u>\$1,436,456</u>	<u>\$1,559,442</u>	<u>\$1,588,155</u>	<u>\$28,713</u>	<u>1.84%</u>

Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
<u>OPERATING</u>						
EXPENDITURES						
Salaries and Benefits	\$2,137,708	\$2,014,714	\$2,282,204	\$2,419,264	\$137,060	6.01%
Purchase of Goods	\$181,589	\$168,886	\$254,928	\$291,990	\$37,062	14.54%
Services and Rents	\$988,056	\$844,342	\$1,038,688	\$1,076,867	\$38,179	3.68%
Financing LTD Principal & Interest	\$0	\$0	\$109,850	\$136,250	\$26,400	24.03%
Financial and Transfers	<u>\$41,658</u>	<u>\$38,412</u>	<u>\$41,400</u>	<u>\$40,000</u>	<u>(\$1,400)</u>	<u>(3.38%)</u>
Subtotal	\$3,349,011	\$3,066,354	\$3,727,070	\$3,964,371	\$237,301	6.37%
REVENUE						
Provincial and Federal Grants	\$0	\$0	\$0	\$0	\$0	0.00%
Other Municipalities	\$0	\$0	\$0	\$0	\$0	0.00%
Fees, Service Charges, & Misc Revenue	\$213,378	\$223,854	\$247,685	\$268,100	\$20,415	8.24%
Internal Revenue	\$452,723	\$402,007	\$540,782	\$585,050	\$44,268	8.19%
Contribution from Reserves	<u>\$50,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
Subtotal	<u>\$716,101</u>	<u>\$625,861</u>	<u>\$788,467</u>	<u>\$853,150</u>	<u>\$64,683</u>	<u>8.20%</u>
NET OPERATING COST (TAXATION)	<u>\$2,632,910</u>	<u>\$2,440,493</u>	<u>\$2,938,603</u>	<u>\$3,111,221</u>	<u>\$172,618</u>	<u>5.87%</u>
<u>CAPITAL</u>						
Gross Capital	\$41,476	\$110,000	\$898,000	\$0	(\$898,000)	(100.00%)
Capital Funding	\$0	\$0	<u>(\$788,000)</u>	<u>\$0</u>	<u>\$788,000</u>	<u>(100.00%)</u>
NET CAPITAL COST (TAXATION)	<u>\$41,476</u>	<u>\$110,000</u>	<u>\$110,000</u>	<u>\$0</u>	<u>(\$110,000)</u>	<u>(100.00%)</u>
TOTAL OPERATING AND CAPITAL	<u>\$2,674,386</u>	<u>\$2,550,493</u>	<u>\$3,048,603</u>	<u>\$3,111,221</u>	<u>\$62,618</u>	<u>2.05%</u>

Summary by Activity

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
Auditing and Accounting	\$1,590,472	\$1,502,886	\$1,720,637	\$1,708,369	(\$12,268)	(0.71%)
Insurance / Risk Management Services	\$125,122	\$127,536	\$139,138	\$140,631	\$1,493	1.07%
ITT Services	\$958,792	\$920,071	\$1,188,828	\$1,262,221	\$73,393	6.17%
TOTAL OPERATING AND CAPITAL	<u>\$2,674,386</u>	<u>\$2,550,493</u>	<u>\$3,048,603</u>	<u>\$3,111,221</u>	<u>\$62,618</u>	<u>2.05%</u>

Non-Departmental

2019 Budget Submission

Includes:

- This section holds all transactional items related to corporate revenue: taxation, OMPF, Gas Tax Funding, Investment Income, Interest on Taxes, Sale of Land, etc., and
- Financial transfers; such as, tax write offs, contributions to reserves, property assessment services (MPAC), charity rebates, and other transfers for HoTC, Brownfield and Affordable Housing programs.

Revenue

The chart below outlines the changes in Revenue from the 2018 budget to the 2019 submission.

Description	2018 Budget	2019 Submission	\$ Change
Taxation	71,161,681	73,359,017	2,197,336
In the proposed budget, revenue from property taxes would increased by \$2,197,336 (3.09%). This represents an increase of \$71.45 (2.96%) to the average residential property.			
Payment in Lieu, Supplementary Taxation and Growth	1,954,205	2,358,600	404,395
Payments in lieu of taxation will see a decrease of \$20,605. It is expected that supplementary taxation will remain flat at \$400,000, with Growth budgeted at \$425,000 for 2019.			
Provincial and Federal Grants	7,426,047	7,300,770	(125,277)
OMPF is budgeted flat to 2018 at \$3,834,100 (Program is under review). Federal Gas Tax funding is confirmed at \$2,826,670 (a decrease of \$125,277 from 2018).			
Fee, Services Charges & Misc. Revenue	1,238,996	1,409,400	170,404
Recovery budgeted in 2018 for a SunLife refund is not budgeted in 2019. This is a decrease in revenue in the amount of \$121,400. The City is seeing higher interest rates on investments. Investment Income for 2019 is budgeted at \$850,000 (an increase of \$350,000 compared to 2018). It is estimated that Interest on Taxes will see a decrease of \$21,700 to \$520,000 (\$541,700 in 2018).			
Contributions to Reserves	599,000	500,000	(99,000)
The City continues to contribute \$500,000 to its Tax Stabilization Reserve. To help offset the increase in the 2018 budget, the City brought its 2017 surplus of \$99,000 into revenue. A contribution from Reserves has not been budgeted in 2019.			
Total Revenue	82,379,929	84,927,787	2,547,858

Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	0.00%
Purchase of Goods	\$0	\$0	\$0	\$0	\$0	0.00%
Services and Rents	\$118,222	\$137,175	\$0	\$0	\$0	0.00%
Financing LTD Principal & Interest	\$0	\$0	\$0	\$0	\$0	0.00%
Financial and Transfers	<u>\$8,185,875</u>	<u>\$3,437,767</u>	<u>\$7,842,307</u>	<u>\$7,778,800</u>	<u>(\$63,507)</u>	<u>(0.81%)</u>
Subtotal	<u>\$8,304,097</u>	<u>\$3,574,942</u>	<u>\$7,842,307</u>	<u>\$7,778,800</u>	<u>(\$63,507)</u>	<u>(0.81%)</u>
REVENUE						
Taxation	\$67,382,755	\$71,209,143	\$71,161,681	\$73,359,017	\$2,197,336	3.09%
Payments in Lieu & Supplementary & Growth	\$2,755,167	\$1,935,554	\$1,954,205	\$2,358,600	\$404,395	20.69%
Provincial and Federal Grants	\$7,659,594	\$3,966,248	\$7,426,047	\$7,300,770	(\$125,277)	(1.69%)
Other Municipalities	\$0	\$0	\$0	\$0	\$0	0.00%
Fees, Service Charges, & Misc Revenue	\$1,678,083	\$1,195,813	\$1,238,996	\$1,409,400	\$170,404	13.75%
Internal Revenue	\$0	\$0	\$0	\$0	\$0	0.00%
Contribution from Reserves	<u>\$616,848</u>	<u>\$136,778</u>	<u>\$599,000</u>	<u>\$500,000</u>	<u>(\$99,000)</u>	<u>(16.53%)</u>
Subtotal	<u>\$80,092,447</u>	<u>\$78,443,536</u>	<u>\$82,379,929</u>	<u>\$84,927,787</u>	<u>\$2,547,858</u>	<u>3.09%</u>
NET OPERATING COST (TAXATION)	<u>(\$71,788,350)</u>	<u>(\$74,868,594)</u>	<u>(\$74,537,622)</u>	<u>(\$77,148,987)</u>	<u>(\$2,611,365)</u>	<u>3.50%</u>
CAPITAL						
Gross Capital	\$0	\$0	\$0	\$0	\$0	0.00%
Capital Funding	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
NET CAPITAL COST (TAXATION)	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
TOTAL OPERATING AND CAPITAL	<u>(\$71,788,350)</u>	<u>(\$74,868,594)</u>	<u>(\$74,537,622)</u>	<u>(\$77,148,987)</u>	<u>(\$2,611,365)</u>	<u>3.50%</u>

Financial and Transfers

The chart below outlines the changes in Financial and Transfers from the 2018 budget to the 2019 submission.

Description	2018 Budget	2019 Submission	\$ Change
Taxes Written off	1,500,000	1,500,000	-
Tax increment Grants	1,326,838	1,153,500	(173,338)
Property Assessment	500,000	500,000	-
Charitable Rebate Program	93,612	90,100	(3,512)
Other Financial	1,200	460	(740)
Contribution to Reserves	-	-	-
Federal Gas Tax	2,951,947	2,826,670	(125,277)
Tax Stabilization	500,000	500,000	-
Interest Income	200,000	286,000	86,000
Capital Levy	155,331	159,820	4,489
Life Cycle Costing	150,000	200,000	50,000
HoTC Non Refundable TIG	46,000	75,000	29,000
HoTC Capital Outlay repayment	32,250	32,250	-
Brownfields Non Refundable TIG	100,000	400,000	300,000
Brownfields Repayment	285,129	-	(285,129)
Downtown Wall Repair	-	55,000	55,000
Total	7,842,307	7,778,800	(63,507)

Ontario Works Division

2019 Budget Submission

Includes:

The Ontario Works Division provides supports to residents of Cornwall and SD&G, including the following:

- Income support for qualified residents in temporary need of assistance.
- Employment Assistance Program allows clients to participate in activities such as resume writing and interviewing workshops, job counseling and training, basic education and improving language skills.
- Basic funeral and burial coverage for residents with insufficient estate funds to cover these costs. The *Public Hospitals Act* and *Anatomy Act* also require municipalities to cover these expenses for persons who die in hospital and unclaimed bodies.
- Ontario Works recipients may be eligible for discretionary benefits (dental, vision care, dentures, prosthetics, etc.).

Description

The Ontario Works (OW) Division ensures that qualified residents of Cornwall and SDG receive Ontario Works income and employment assistance. We create opportunities that support individuals to achieve their true potential.

Key Goals

1. Provide income and employment assistance.
2. Maintain program integrity and accountability.
3. Ensure financial responsibility for provincial and municipal tax dollars.

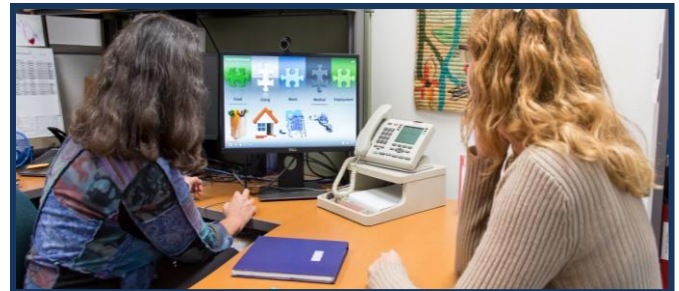
Commentary

Salaries and Benefits

Reductions in this category relate to overtime (reduced to match trend), elimination of summer students, and a Family Support Worker role that will not be replaced (retirement).

Services and Rents

The decrease in this category is largely due to the \$125,000 one-time 2018 budget item for an electronic document management system. Other decreases relate to lease agreement allocation, replacement of a fleet vehicle with mileage payments, and employment assistance and Learning, Earning and Parenting Program (LEAP) expenses now more aligned with trend. Increases are to Red Cross administrative recharges and ITT support.



Financial and Transfer

Benefit expenditures for 2019 are more closely aligned with trend and reflect a declining Ontario Works caseload. Some room has been left for potential increases related to a redefinition of disability by ODSP.

Provincial and Federal Grants

Funding is received from the Provincial level, the Ministry of Children, Community and Social Services (MCCSS). OW benefits are 100% provincially funded. The cost of administering benefits is shared between MCCSS, the United Counties of SD&G (Counties), and the City. The Municipal share is split between the City (70%) and Counties (30%).

In the 2019 budget, the decrease in Ministry funding is directly attributed to a decrease in expenditures. The same is true for funding received from the Counties.

Internal Revenue

In prior years, some Child Care administration tasks were performed by employees in the OW Division. An internal revenue charge to Child Care offset the cost of their time and other shared resources. These costs are now directly reported in the Child Care financials, eliminating the need for internal revenue charges.

Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	\$3,809,736	\$3,309,554	\$4,048,898	\$3,972,635	(\$76,263)	(1.88%)
Purchase of Goods	\$84,968	\$53,875	\$64,679	\$66,072	\$1,393	2.15%
Services and Rents	\$1,300,066	\$997,611	\$1,580,598	\$1,330,746	(\$249,852)	(15.81%)
Financing LTD Principal & Interest	\$0	\$0	\$0	\$0	\$0	0.00%
Financial and Transfers	<u>\$19,196,085</u>	<u>\$17,081,874</u>	<u>\$20,795,079</u>	<u>\$19,698,560</u>	<u>(\$1,096,519)</u>	<u>(5.27%)</u>
Subtotal	\$24,390,855	\$21,442,914	\$26,489,254	\$25,068,013	(\$1,421,241)	(5.37%)
REVENUE						
Provincial and Federal Grants	\$22,347,359	\$17,004,117	\$24,610,016	\$23,563,794	(\$1,046,222)	(4.25%)
Other Municipalities	\$735,567	\$602,279	\$644,447	\$614,968	(\$29,479)	(4.57%)
Fees, Service Charges, & Misc Revenue	\$0	\$0	\$0	\$0	\$0	0.00%
Internal Revenue	\$142,280	\$273	\$198,106	\$0	(\$198,106)	(100.00%)
Contribution from Reserves	\$0	\$49,164	\$49,164	\$49,164	\$0	0.00%
Subtotal	<u>\$23,225,206</u>	<u>\$17,655,833</u>	<u>\$25,501,733</u>	<u>\$24,227,926</u>	<u>(\$1,273,807)</u>	<u>(4.99%)</u>
NET OPERATING COST (TAXATION)	<u>\$1,165,649</u>	<u>\$3,787,081</u>	<u>\$987,521</u>	<u>\$840,087</u>	<u>(\$147,434)</u>	<u>(14.93%)</u>
CAPITAL						
Gross Capital	\$0	\$0	\$0	\$0	\$0	0.00%
Capital Funding	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
NET CAPITAL COST (TAXATION)	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
TOTAL OPERATING AND CAPITAL	<u>\$1,165,649</u>	<u>\$3,787,081</u>	<u>\$987,521</u>	<u>\$840,087</u>	<u>(\$147,434)</u>	<u>(14.93%)</u>

Summary by Activity

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
Cost of Administration and Employment Assistance	\$797,863	\$3,761,576	\$977,301	\$831,267	(\$146,034)	(14.94%)
Ontario Works Benefit Program	<u>\$367,786</u>	<u>\$25,505</u>	<u>\$10,220</u>	<u>\$8,820</u>	<u>(\$1,400)</u>	<u>(13.70%)</u>
TOTAL OPERATING AND CAPITAL	<u>\$1,165,649</u>	<u>\$3,787,081</u>	<u>\$987,521</u>	<u>\$840,087</u>	<u>(\$147,434)</u>	<u>(14.93%)</u>

Child Care Services

2019 Budget Submission

Includes:

- The Child Care Division is responsible for all aspects of the local Child Care and Early Years system within Cornwall and SDG, including the planning and oversight of local programs and services.
- Manages the Child and Family Support Programs (EarlyON programs) and special needs resourcing.
- Maintains service contracts with 14 operators for 37 sites and a licensed Home Child Care Agency for up to 20 sites to ensure sufficient child care is available in the area.
- Monitors and facilitates child care provider compliance with Ministry of Education funding guidelines.
- Determines fee subsidy eligibility for clients.
- Distributes special purpose funds for minor renovations, repairs and maintenance, play equipment, capacity building and general operating grants.
- Directly operates – Richelieu Child Care Centre (42 children), Home Child Care Agency (10-20 providers).
- A 5-year service plan that supports the goals and objectives of the division.

Description

Ensure families have access to a range of quality Child Care and Early Years programs that are supported by the Child Care Division.

Key Goals

1. Increasing access and affordability for all.
2. Quality initiatives to support early years programs and services.
3. Promoting licensed care within our communities.
4. Maintaining community partnerships; sharing the Division's vision for the early years.

Commentary

Salaries and Benefits

The positions of a temporary full-time Data Analysis Coordinator and full-time Program Officer have been eliminated. A portion of the compensation for the new Accounting Coordinator - Shared Services role is allocated to Child Care along with that of other administration staff. The compensation allocation ratios can vary from year to year. Turnover has resulted in a decrease as new employees start at the lower end of the pay scale.

Services and Rents

Special purpose expense reductions are in line with perceived needs and offset by increases to general operating grants. In prior years, some Child Care administration tasks were performed by Ontario Works employees. Child Care flowed funds to OW to offset shared costs. These costs are now directly reported in the Child Care financials. The variance in Services and Rent, excluding the impact of the internal charge reduction, is as follows.

Services and Rent	\$612,324
Internal Revenue (part of \$345,323)	<u>-\$613,432</u>
Net impact to Child Care	\$1,108

Provincial and Federal Grants

Funding is determined by a combination of child population, OW caseload (decreasing), EDI scores (no change), Low Income Cut-Off scores (increasing) and Ministry goals and projects, which can vary from year to year.



Internal Revenue

Excluding the impact of the internal charge reduction (see Services and Rents above), the general operating grant increases result in additional grants to our directly run child care services of \$268,000.

Other Key points

Ministry of Education child care allocations will not be finalized until after the spring Provincial budget. The 2018 minimum municipal share required was \$604,680 to receive full Ministry of Education allocation (City 70%/Counties 30%).

Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	\$1,403,191	\$1,272,273	\$1,810,302	\$1,670,693	(\$139,609)	(7.71%)
Purchase of Goods	\$32,565	\$26,926	\$54,200	\$47,570	(\$6,630)	(12.23%)
Services and Rents	\$8,726,725	\$8,678,609	\$13,695,782	\$13,083,458	(\$612,324)	(4.47%)
Financing LTD Principal & Interest	\$0	\$0	\$0	\$0	\$0	0.00%
Financial and Transfers	<u>\$11,165</u>	<u>\$5,714</u>	<u>\$22,278</u>	<u>\$15,762</u>	<u>(\$6,516)</u>	<u>(29.25%)</u>
Subtotal	\$10,173,646	\$9,983,522	\$15,582,562	\$14,817,483	(\$765,079)	(4.91%)
REVENUE						
Provincial and Federal Grants	\$8,724,835	\$9,440,915	\$13,719,847	\$13,322,981	(\$396,866)	(2.89%)
Other Municipalities	\$183,830	\$164,981	\$179,604	\$183,830	\$4,226	2.35%
Fees, Service Charges, & Misc Revenue	\$384,448	\$330,910	\$422,000	\$422,422	\$422	0.10%
Internal Revenue	\$803,188	\$106,489	\$1,222,690	\$877,367	(\$345,323)	(28.24%)
Contribution from Reserves	<u>\$6,354</u>	<u>\$12,550</u>	<u>\$12,550</u>	<u>\$0</u>	<u>(\$12,550)</u>	<u>(100.00%)</u>
Subtotal	<u>\$10,102,655</u>	<u>\$10,055,845</u>	<u>\$15,556,691</u>	<u>\$14,806,600</u>	<u>(\$750,091)</u>	<u>(4.82%)</u>
NET OPERATING COST (TAXATION)	<u>\$70,991</u>	<u>(\$72,323)</u>	<u>\$25,871</u>	<u>\$10,883</u>	<u>(\$14,988)</u>	<u>(57.93%)</u>
CAPITAL						
Gross Capital	\$0	\$0	\$0	\$0	\$0	0.00%
Capital Funding	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
NET CAPITAL COST (TAXATION)	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
TOTAL OPERATING AND CAPITAL	<u>\$70,991</u>	<u>(\$72,323)</u>	<u>\$25,871</u>	<u>\$10,883</u>	<u>(\$14,988)</u>	<u>(57.93%)</u>

Social Housing Services

2019 Budget Submission

Includes:

- Social Housing (SH) Services is designated as the Service Manager by the Ministry of Municipal Affairs and Housing for the City of Cornwall and the United Counties of Stormont, Dundas and Glengarry (SD&G).
- The Division is responsible for the administration of funds provided by the Federal, Provincial and Municipal governments and to ensure program compliance for a variety of programs.

Description

To ensure that individuals with low to moderate incomes, seniors, or with special needs (who can live with supports), have access to a range of quality housing programs that are supported by the Housing Division.

Key Goals

1. An appropriate and sustainable supply of housing.
2. An equitable, portable system of financial assistance.
3. People-centred, efficient housing programs.
4. Prevent, reduce, and end homelessness, focusing on chronic homelessness, youth homelessness, and transition from institutions and systems.

Commentary

The Social Housing Department is responsible for the governance of 2,042 rental units within the City of Cornwall and SD&G and to address local priorities and better meet the needs of homeless individuals and families or those at risk of becoming homeless.

The Division also oversees the following:

- Social Housing Centralized Waitlist
- Rent Supplement Programs
- Ontario Renovates Program
- Survivor's of Domestic Violence Program
- Homelessness Prevention (CHPI) (utility and rental arrears, moving costs, repatriation, etc.) to support permanent residence and/or prevent eviction
- Domiciliary Program
- Hoarding Initiative (through CMHC)
- Personal Disaster Agreement (through Red Cross)
- Ten-Year Housing Plan
- Enumeration (Homelessness study)
- Foot Care and Homemakers' Services



Salaries and Benefits

One part-time position was not replaced (retirement) as the Ontario Renovates (SIF) program ends March 31, 2019. Other full-time vacant positions were filled by new employees who are starting at the beginning of the pay grid. The distribution of support staff (within Social & Housing Services) was changed to reflect actual requirements.

Purchase of Goods

Under the Community Homelessness Prevention Initiative (CHPI), third party agencies will provide temporary shelter for individuals in need, which also includes meals. The food provisions budget line was increased in 2019 based on actual client needs. CHPI is 100% funded by the Province (MMAH).

Services and Rents

The Ontario Renovates program was funded under two components; Social Infrastructure Fund (SIF) and Investment in Affordable Housing-Extension (IAH-E). The SIF program terminates on March 31, 2019 and the IAH-E program terminates on March 31, 2020. Our final year of Ontario Renovates has the lowest allocation. These programs are 100% funded by Provincial and Federal funds.

Internal Revenue

In 2019, we are no longer receiving admin funding for Social Housing Improvement Program (SHIP) and Social Housing Apartment Renovations Program (SHARP) as these programs were completed in 2018.

Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
<u>OPERATING</u>						
EXPENDITURES						
Salaries and Benefits	\$879,464	\$760,768	\$982,206	\$884,864	(\$97,342)	(9.91%)
Purchase of Goods	\$63,057	\$41,194	\$50,254	\$62,750	\$12,496	24.87%
Services and Rents	\$2,317,798	\$1,897,433	\$2,889,216	\$2,238,482	(\$650,734)	(22.52%)
Financing LTD Principal & Interest	\$0	\$0	\$0	\$0	\$0	0.00%
Financial and Transfers	<u>\$14,588,822</u>	<u>\$12,284,950</u>	<u>\$12,804,459</u>	<u>\$13,392,482</u>	<u>\$588,023</u>	<u>4.59%</u>
Subtotal	\$17,849,141	\$14,984,345	\$16,726,135	\$16,578,578	(\$147,557)	(0.88%)
REVENUE						
Provincial and Federal Grants	\$10,311,794	\$9,403,071	\$9,447,784	\$9,417,699	(\$30,085)	(0.32%)
Other Municipalities	\$1,675,647	\$1,515,587	\$1,652,131	\$1,653,285	\$1,154	0.07%
Fees, Service Charges, & Misc Revenue	\$19,526	\$9,774	\$0	\$0	\$0	0.00%
Internal Revenue	\$117,202	\$141,688	\$190,783	\$73,561	(\$117,222)	(61.44%)
Contribution from Reserves	<u>\$205,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
Subtotal	<u>\$12,329,169</u>	<u>\$11,070,120</u>	<u>\$11,290,698</u>	<u>\$11,144,545</u>	<u>(\$146,153)</u>	<u>(1.29%)</u>
NET OPERATING COST (TAXATION)	<u>\$5,519,972</u>	<u>\$3,914,225</u>	<u>\$5,435,437</u>	<u>\$5,434,033</u>	<u>(\$1,404)</u>	<u>(0.03%)</u>
<u>CAPITAL</u>						
Gross Capital	\$0	\$0	\$0	\$0	\$0	0.00%
Capital Funding	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
NET CAPITAL COST (TAXATION)	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
TOTAL OPERATING AND CAPITAL	<u>\$5,519,972</u>	<u>\$3,914,225</u>	<u>\$5,435,437</u>	<u>\$5,434,033</u>	<u>(\$1,404)</u>	<u>(0.03%)</u>

Glen Stor Dun Lodge

2019 Budget Submission

Includes:

- The Glen Stor Dun Lodge (GSDL) is a Long Term Care Home which is responsible for 132 beds. A number of departments support the legislative requirements of Long Term Care Home, such as: Nursing Care, Programs & Services, Dietary, and Support Services (Housekeeping, Laundry & Maintenance).
- The GSDL also houses an Outreach program that provides Adult Day Away programs, the Community's Meals on Wheels, a Crisis Intervention Service as well as a Telephone Assurance Program.

Description

The GSDL's mission is to provide quality care and service to our community through a collaborative, compassionate and innovative approach.

Key Goals

1. Fostering community engagement.
2. Striving towards organizational excellence.
3. Enhancing our Commitment to our people.

Commentary

Resident Services

The GSDL receives funding from a number of sources. Revenues from the Ministry are based on envelopes of funding for specific programs as well as a formula-based funding which is based on acuity. An overall revenue increase of 4.03% includes new funding from the Ministry for nursing.

Our Nursing department provides 24 hour nursing support for 132 residents. In 2019, additional Ministry funding is being received to support a new Supervisor (\$107,000). This funding will also allow us to expand our Behavioural Support Program with additional hours (\$15,000). Our acuity levels continue to increase; therefore, we are requesting additional RPN hours on our evening shift and additional supervisory hours (\$85,000).

Food cost continues to increase. Our four Chefs and 18 Dietary Aides, led by our Nutrition Care Manager and Dietitian, ensure that the quality and nutritional value of the meals are maintained on just \$9.54 per resident/day funding.

In Programs and Services, we have requested an additional 24 hours per week (\$35,000) to address the increased demand for evening and weekend programs.

Overall, we are presenting a reduction in Resident Services of \$36,671 (6.71%) which includes a reduction in the net capital request.



Maintenance

The staffing model for the maintenance of the GSDL is expected to change. As the building ages and the equipment gets more complex, technical specialties are becoming more important. In the 2019 budget submission, we have eliminated the summer student position (savings of approx. \$11,000). Also, based on a three year trend, we are estimating a slight reduction in utilities which has contributed to a budgetary decrease of 3.86%.

Outreach Programs

The outreach budget is presented with a 1.8% decrease. The decrease in this department is directly tied to the food re-alignment and the allocation due to a slight reduction in demand.

Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
<u>OPERATING</u>						
EXPENDITURES						
Salaries and Benefits	\$9,857,883	\$9,412,230	\$10,328,054	\$10,798,127	\$470,073	4.55%
Purchase of Goods	\$1,511,564	\$1,304,623	\$1,515,163	\$1,530,068	\$14,905	0.98%
Services and Rents	\$681,058	\$615,846	\$688,796	\$709,966	\$21,170	3.07%
Financing LTD Principal & Interest	\$0	\$0	\$0	\$0	\$0	0.00%
Financial and Transfers	<u>\$67,895</u>	<u>\$60,572</u>	<u>\$69,235</u>	<u>\$78,246</u>	<u>\$9,011</u>	<u>13.02%</u>
Subtotal	\$12,118,400	\$11,393,271	\$12,601,248	\$13,116,407	\$515,159	4.09%
REVENUE						
Provincial and Federal Grants	\$6,586,820	\$6,052,048	\$6,706,632	\$7,056,720	\$350,088	5.22%
Other Municipalities	\$467,578	\$559,018	\$613,337	\$641,710	\$28,373	4.63%
Fees, Service Charges, & Misc Revenue	\$4,112,158	\$3,657,081	\$4,125,619	\$4,208,985	\$83,366	2.02%
Internal Revenue	\$0	\$0	\$0	\$0	\$0	0.00%
Contribution from Reserves	<u>\$15,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
Subtotal	<u>\$11,181,556</u>	<u>\$10,268,147</u>	<u>\$11,445,588</u>	<u>\$11,907,415</u>	<u>\$461,827</u>	<u>4.03%</u>
NET OPERATING COST (TAXATION)	<u>\$936,844</u>	<u>\$1,125,124</u>	<u>\$1,155,660</u>	<u>\$1,208,992</u>	<u>\$53,332</u>	<u>4.61%</u>
<u>CAPITAL</u>						
Gross Capital	\$383,735	\$403,550	\$576,500	\$399,000	(\$177,500)	(30.79%)
Capital Funding	\$0	\$0	<u>(\$172,950)</u>	<u>(\$119,700)</u>	<u>\$53,250</u>	<u>(30.79%)</u>
NET CAPITAL COST (TAXATION)	<u>\$383,735</u>	<u>\$403,550</u>	<u>\$403,550</u>	<u>\$279,300</u>	<u>(\$124,250)</u>	<u>(30.79%)</u>
TOTAL OPERATING AND CAPITAL	<u>\$1,320,579</u>	<u>\$1,528,674</u>	<u>\$1,559,210</u>	<u>\$1,488,292</u>	<u>(\$70,918)</u>	<u>(4.55%)</u>

Summary by Activity	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
Resident Services	\$371,461	\$710,453	\$546,821	\$510,150	(\$36,671)	(6.71%)
Maintenance	\$730,775	\$580,830	\$778,046	\$748,026	(\$30,020)	(3.86%)
Outreach Programs	\$218,343	\$237,391	\$234,343	\$230,116	(\$4,227)	(1.80%)
TOTAL OPERATING AND CAPITAL	<u>\$1,320,579</u>	<u>\$1,528,674</u>	<u>\$1,559,210</u>	<u>\$1,488,292</u>	<u>(\$70,918)</u>	<u>(4.55%)</u>

2019 Capital Submission

The 2019 Capital Submission Summary can be found on page C-88 followed by the Capital Project Information Sheets and the department's 10-Year Capital Forecast.

Proposed 2019 Capital Projects

- Flooring Replacement - Third Floor
- Resident Equipment
- Building Requirements - Various
- Kitchen Equipment Replacement
- Building Requirements - Air Conditioning Units
- Building Requirements - Elevators
- Building Requirements - Lighting

Cornwall SDG Paramedic & Emergency Mgmt Services

2019 Budget Submission

Includes:

- The provision of Ambulance Services for the area of Cornwall, Stormont, Dundas and Glengarry.
- The provision of Emergency Management to the Corporation of the City of Cornwall.
- The provision of hospital avoidance strategies by supporting the Community Paramedic Program.

Description

Paramedics are trained to provincial standards to render care to medically ill or injured patients.

The Community Paramedic program utilizes paramedics to respond to people who reside within Cornwall, Stormont, Dundas and Glengarry in an effort to reduce visits to an emergency department for non emergency care.

The mission of the City of Cornwall office of Emergency Management is to provide the highest level of emergency preparedness to the citizens of Cornwall and its visitors. Our goal is to save lives, protect property and the environment through prevention, mitigation, preparedness, response and recovery actions.

Key Goals

1. Meet legislated standards under the Ambulance Act and Emergency Management.
2. Continue to develop strategies which positively affect response times.
3. Improve citizen CPR initiation and Public Access Defibrillation usage.
4. Lower the frequency and duration of work place injuries and illness of Paramedics.

Commentary

Salaries and Benefits

The 2019 budget submission reflects changes in the workplace, including collective agreement increases that include a higher wage rate, maternity/parental leave top up, and increased costs for shift premiums. The service has encouraged paramedics to obtain their Advanced Care Paramedic (ACP) qualifications. With that qualification, ACPs have additional medications and equipment to perform their duties. Higher qualifications result in an increased rate of pay and it is anticipated that 5 medics will obtain their ACP qualifications in 2019.

The most significant cost in 2019 will be the anticipated continuation of long term absences as a result of work related illnesses. The Workplace Safety Insurance Board (WSIB) charges premiums based on the performance of the previous year. Post Traumatic Stress has had a significant impact. To balance these increases, one commander position has been eliminated through attrition and supervisors are no longer replaced when they are not at work.



Financing LTD and Interest

Long Term Debt (LTD) repayment will be higher in 2019 as a result of the 2018 ambulance replacement. On occasion, more than three ambulances reach the end of their life at the same time. Ambulance purchases are funded through the Land Ambulance Reserve; however, in 2018 the balance of the reserve could only support the purchase of two ambulances; five ambulances required replacement. Therefore, the cost of three ambulances was financed. The principal component of LTD is funded by the Land Ambulance Reserve while interest is funded by the Ministry of Health, the United Counties of SD&G, and the City.

Revenues

Revenues have been budgeted to reflect the increase in the cost of living. As in past years, it is anticipated the Provincial Government will provide a cost of living increase and it is likely an announcement will be made by March 31, 2019. The Community Paramedic Program is funded at 100% through a separate grant issued by the Champlain Local Health Integration Network. (LHIN). Grant funding is secure until March 31, 2019. The LHIN is being dismantled according to the current government and there is no news on the extension of this program beyond March 2019.

Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
<u>OPERATING</u>						
EXPENDITURES						
Salaries and Benefits	\$11,105,805	\$9,907,382	\$10,607,107	\$11,670,704	\$1,063,597	10.03%
Purchase of Goods	\$806,102	\$757,860	\$774,969	\$806,720	\$31,751	4.10%
Services and Rents	\$1,153,851	\$943,766	\$1,220,468	\$1,140,632	(\$79,836)	(6.54%)
Financing LTD Principal & Interest	\$94,578	\$0	\$57,703	\$103,600	\$45,897	79.54%
Financial and Transfers	<u>\$687,525</u>	<u>\$495,488</u>	<u>\$685,207</u>	<u>\$756,210</u>	<u>\$71,003</u>	<u>10.36%</u>
Subtotal	\$13,847,861	\$12,104,496	\$13,345,454	\$14,477,866	\$1,132,412	8.49%
REVENUE						
Provincial and Federal Grants	\$6,696,016	\$6,374,668	\$6,720,046	\$6,858,379	\$138,333	2.06%
Other Municipalities	\$4,421,162	\$3,694,679	\$4,108,524	\$4,686,529	\$578,005	14.07%
Fees, Service Charges, & Misc Revenue	\$50,340	\$22,606	\$29,300	\$33,135	\$3,835	13.09%
Internal Revenue	\$0	\$0	\$0	\$0	\$0	0.00%
Contribution from Reserves	<u>\$93,421</u>	<u>\$0</u>	<u>\$51,500</u>	<u>\$94,000</u>	<u>\$42,500</u>	<u>82.52%</u>
Subtotal	<u>\$11,260,939</u>	<u>\$10,091,953</u>	<u>\$10,909,370</u>	<u>\$11,672,043</u>	<u>\$762,673</u>	<u>6.99%</u>
NET OPERATING COST (TAXATION)	<u>\$2,586,922</u>	<u>\$2,012,543</u>	<u>\$2,436,084</u>	<u>\$2,805,823</u>	<u>\$369,739</u>	<u>15.18%</u>
<u>CAPITAL</u>						
Gross Capital	\$0	\$0	\$1,052,000	\$660,000	(\$392,000)	(37.26%)
Capital Funding	<u>\$0</u>	<u>\$0</u>	<u>(\$1,052,000)</u>	<u>(\$660,000)</u>	<u>\$392,000</u>	<u>(37.26%)</u>
NET CAPITAL COST (TAXATION)	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
TOTAL OPERATING AND CAPITAL	<u>\$2,586,922</u>	<u>\$2,012,543</u>	<u>\$2,436,084</u>	<u>\$2,805,823</u>	<u>\$369,739</u>	<u>15.18%</u>

Summary by Activity	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
Cornwall SDG Paramedic Services	\$2,488,973	\$1,875,513	\$2,316,106	\$2,712,901	\$396,795	17.13%
Community Paramedic	\$0	\$69,063	\$0	\$0	\$0	0.00%
Emergency Management Services	\$97,949	\$67,967	\$119,978	\$92,922	(\$27,056)	(22.55%)
TOTAL OPERATING AND CAPITAL	<u>\$2,586,922</u>	<u>\$2,012,543</u>	<u>\$2,436,084</u>	<u>\$2,805,823</u>	<u>\$369,739</u>	<u>15.18%</u>

2019 Capital Submission

The 2019 Capital Submission Summary can be found on page C-81 followed by the Capital Project Information Sheets and the department's 10-Year Capital Forecast.

Proposed 2019 Capital Projects

- Ambulance Replacement
- Toughbook Computers
- Defibrillators
- PAD Program (Defibrillators)
- PAD Vehicle Replacement

Fire Services

2019 Budget Submission

Includes:

- The City of Cornwall Fire Services (CFS) provides responsible emergency services and programs in partnership with our community.

Description

The CFS provides a multitude of emergency services in accordance with the City's Establishing and Regulating bylaw. In addition to a response capability, we provide Fire Prevention services such as public education, and code enforcement.

Key Goals

1. Public fire safety education.
2. Fire safety standards and enforcement.
3. Emergency response.

Commentary

The CFS is planning significant investments in Capital for 2019. First, in order to extend our operational reach with regards to water based rescue, the purchase of a new rescue boat is planned. Also included in the Capital for 2019 is the cost for the first year for the construction of the main Fire Station and Training site. The project is planned and budgeted over a period of 3 years, beginning in 2019 in order to design and build by 2021. In preparation for these investments, we have been shoring up our operational requirements over the last few years by tightening up our operating budgets.

Administration and Fire Prevention

For 2019, we are expecting an increase in revenue. The endorsement of By-law #2018-089 - A By-law to establish the list of Fees and Charges for The Corporation of the City of Cornwall, will enable the CFS to collect revenue from inspections & follow-up inspections.

The CFS has also budgeted for a reduction in Services and Rents which is attributed to better streamlining of our public education messages. The use of social media has allowed us to reach more people in a more cost effective manner, reducing total expenditures in contracted services. This reduction, however, does not mean less public education, but more effective use of resources.

Fire Suppression, Mechanical and Training

The reduction in revenue for Fire Suppression, Mechanical and Training Divisions in 2019 are mainly attributed to a one-time contribution from reserves in 2018.

There is a slight increase in Purchase of Goods, which is attributed to a general increase in costs for suppression and HazMat equipment, as well as costs related to the purchase of personal protective equipment for new employees replacing retirees. We will utilize our internal resources in a more beneficial manner, which will lead to a reduction in consulting service fees.



Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
<u>OPERATING</u>						
EXPENDITURES						
Salaries and Benefits	\$8,498,136	\$7,453,189	\$8,712,506	\$8,941,314	\$228,808	2.63%
Purchase of Goods	\$261,563	\$182,322	\$250,914	\$274,915	\$24,001	9.57%
Services and Rents	\$150,324	\$127,391	\$201,283	\$152,625	(\$48,658)	(24.17%)
Financing LTD Principal & Interest	\$311,837	\$300,343	\$316,732	\$273,242	(\$43,490)	(13.73%)
Financial and Transfers	<u>\$127,176</u>	<u>\$104,935</u>	<u>\$83,899</u>	<u>\$86,050</u>	<u>\$2,151</u>	<u>2.56%</u>
Subtotal	\$9,349,036	\$8,168,180	\$9,565,334	\$9,728,146	\$162,812	1.70%
REVENUE						
Provincial and Federal Grants	\$2,354	\$1,396	\$8,000	\$5,000	(\$3,000)	(37.50%)
Other Municipalities	\$12,000	\$0	\$12,000	\$12,000	\$0	0.00%
Fees, Service Charges, & Misc Revenue	\$75,150	\$76,127	\$86,500	\$94,750	\$8,250	9.54%
Internal Revenue	\$0	\$0	\$0	\$0	\$0	0.00%
Contribution from Reserves	\$0	\$35,000	\$55,000	\$0	(\$55,000)	(100.00%)
Subtotal	\$89,504	\$112,523	\$161,500	\$111,750	(\$49,750)	(30.80%)
NET OPERATING COST (TAXATION)	<u>\$9,259,532</u>	<u>\$8,055,657</u>	<u>\$9,403,834</u>	<u>\$9,616,396</u>	<u>\$212,562</u>	<u>2.26%</u>
<u>CAPITAL</u>						
Gross Capital	\$59,616	\$60,000	\$60,000	\$2,990,000	\$2,930,000	4883.33%
Capital Funding	\$0	\$0	\$0	(\$2,990,000)	(\$2,990,000)	100.00%
NET CAPITAL COST (TAXATION)	<u>\$59,616</u>	<u>\$60,000</u>	<u>\$60,000</u>	<u>\$0</u>	<u>(\$60,000)</u>	<u>(100.00%)</u>
TOTAL OPERATING AND CAPITAL	<u>\$9,319,148</u>	<u>\$8,115,657</u>	<u>\$9,463,834</u>	<u>\$9,616,396</u>	<u>\$152,562</u>	<u>1.61%</u>

Summary by Activity	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
Administration/Prevention	\$896,694	\$770,445	\$1,056,247	\$1,019,782	(\$36,465)	(3.45%)
Suppression	<u>\$8,422,454</u>	<u>\$7,345,212</u>	<u>\$8,407,587</u>	<u>\$8,596,614</u>	<u>\$189,027</u>	<u>2.25%</u>
TOTAL OPERATING AND CAPITAL	<u>\$9,319,148</u>	<u>\$8,115,657</u>	<u>\$9,463,834</u>	<u>\$9,616,396</u>	<u>\$152,562</u>	<u>1.61%</u>

2019 Capital Submission

The 2019 Capital Submission Summary can be found on page C-77 followed by the Capital Project Information Sheets and the department's 10-Year Capital Forecast.

Proposed 2019 Capital Projects

Fire Headquarters and Training Centre
Rescue Boat

Cornwall Police Service

2019 Budget Submission

Includes:

- The Cornwall Community Police Service (CCPS) is a municipal police service as provided for under the Police Services Act of Ontario. In partnership with the community, the CCPS is committed to the pursuit of excellence and keeping our city safe. The 2019 budget provides funding for administration and infrastructure necessary to provide adequate and effective policing as required under the Police Services Act for the City of Cornwall.

Description

The CCPS provides services which include: Crime Prevention, Law Enforcement, Assistance to victims of crime, Public order maintenance, and Emergency Responses.



Key Goals:

- Community Engagement**
 - Strengthen and expand partnerships.
 - Enhance service to the vulnerable sector.
 - Optimize the deployment of volunteers.
- Organizational Excellence**
 - Enhance traffic safety.
 - Align equipment, technology and facilities.
 - Continue CALEA accreditation process.
 - Optimize core functions of policing.
 - Develop and promote innovation.
- Crime Reduction**
 - Engage and mentor youth.
 - Enhance social development.
 - Increase evidence based, targeted enforcement.
 - Enhance visibility and presence.

Commentary

The CCPS is made up of 88 sworn police officers, 10 Special Constable, 36 civilian members and 9 part-time civilian members. Service is provided 24/7 to an area of 62 square kilometers and a population of approximately 46,900.

Salaries and Benefits

Payroll and benefits account for over 87% of the total operating budget. Increases represent incremental and contractual obligations.

Services and Rents

Implementation of an Employee Wellness Plan (\$13,000) has been included in Services and Rents. This plan is beneficial for the health and wellness of CCPS staff.

Capital

Technology upgrades and enforcement equipment account for a slight increase (\$43,600) in the Capital Budget.

Revenue

Estimated revenues for 2019 are at \$1,589,700 and include a modest increase for Clearance Letters. Provincial funding included in the 2019 budget submission is based on 2018 funding levels. This includes the provincial upload of Court Security costs, funding for the R.I.D.E program, and the 1,000 Officer Grant. CCPS has not received confirmation from the province on the status of funding for these programs.



Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
<u>OPERATING</u>						
EXPENDITURES						
Salaries and Benefits	\$17,519,535	\$15,972,021	\$17,602,304	\$17,936,032	\$333,728	1.90%
Purchase of Goods	\$824,178	\$740,509	\$863,174	\$879,755	\$16,581	1.92%
Services and Rents	\$901,636	\$736,105	\$1,076,543	\$1,104,345	\$27,802	2.58%
Financing LTD Principal & Interest	\$453,042	\$435,484	\$513,341	\$463,959	(\$49,382)	(9.62%)
Financial and Transfers	<u>\$82,484</u>	<u>\$65,222</u>	<u>\$55,375</u>	<u>\$94,245</u>	<u>\$38,870</u>	<u>70.19%</u>
Subtotal	\$19,780,875	\$17,949,341	\$20,110,737	\$20,478,336	\$367,599	1.83%
REVENUE						
Provincial and Federal Grants	\$1,112,302	\$1,127,520	\$1,195,923	\$1,197,000	\$1,077	0.09%
Other Municipalities	\$140,000	\$127,650	\$142,800	\$145,600	\$2,800	1.96%
Fees, Service Charges, & Misc Revenue	\$270,791	\$253,039	\$212,100	\$247,100	\$35,000	16.50%
Internal Revenue	(\$205)	\$2,100	\$0	\$0	\$0	0.00%
Contribution from Reserves	\$0	\$4,000	\$0	\$0	\$0	0.00%
Subtotal	<u>\$1,522,888</u>	<u>\$1,514,309</u>	<u>\$1,550,823</u>	<u>\$1,589,700</u>	<u>\$38,877</u>	<u>2.51%</u>
NET OPERATING COST (TAXATION)	<u>\$18,257,987</u>	<u>\$16,435,032</u>	<u>\$18,559,914</u>	<u>\$18,888,636</u>	<u>\$328,722</u>	<u>1.77%</u>
<u>CAPITAL</u>						
Gross Capital	\$112,886	\$109,200	\$302,200	\$323,800	\$21,600	7.15%
Capital Funding	\$0	\$0	(\$193,000)	(\$171,000)	<u>\$22,000</u>	<u>(11.40%)</u>
NET CAPITAL COST (TAXATION)	<u>\$112,886</u>	<u>\$109,200</u>	<u>\$109,200</u>	<u>\$152,800</u>	<u>\$43,600</u>	<u>39.93%</u>
TOTAL OPERATING AND CAPITAL	<u>\$18,370,873</u>	<u>\$16,544,232</u>	<u>\$18,669,114</u>	<u>\$19,041,436</u>	<u>\$372,322</u>	<u>1.99%</u>

Municipal Works

2019 Budget Submission

Includes:

The Municipal Works (MW) Division encompasses four sub-sections: MW Administration Section, Public Property Section, Municipal Works Garage Section; Health & Safety and Equipment Training Section. Responsibilities of these sections are described as follows:

- Municipal Works Administration Section is responsible for overall management and administration of the MW Division operations as well as the Roads Division operations.
- Public Property Section is responsible for the asset management planning, maintenance and day to day operations of various municipally owned buildings.
- Municipal Works Garage Section is responsible for the asset management planning, operation and maintenance of all City vehicles and equipment (over 300 units) excluding Fire, Police, Paramedic, and Transit vehicles.
- Equipment and Health & Safety section provides training programs to all MW and Parks & Recreation employees to support a safe work environment.

Description

Ensure management, coordination and technical support of operations provided by the Municipal Works and Roads Divisions; asset management planning, operation and maintenance of municipally owned buildings; asset management planning, operation and maintenance of municipal vehicles and equipment; Health & Safety and equipment operation training.

Key Goals

1. Efficient MW operations.
2. Prompt response to public service requests.
3. Reliability of corporate vehicles & equipment.
4. Appropriate training of applicable workforce.
5. Optimize resources allocated to vertical infrastructure.

Commentary

Salaries and Benefits

There is no change in the staffing complement of this division. Increases represent incremental and contractual obligations.

Purchase of Goods

Fuel has been budgeted at \$1.10/L as compared to \$0.95/L in 2018. As a result, the budget for fuel has increased by \$39,000.

Financial and Transfers

Financial and Transfers have increased by \$31,898. This is primarily due to an increase in contributions to reserves for municipal buildings (City Hall, Justice Building, MW Admin, Fire Halls 1 and 2, Police substation). The MW department has budgeted \$6.00 per square foot (\$5.50 in 2018) for each of the Municipal Buildings. This per square foot lease, charged to respective departments, is contributed to Municipal Buildings Reserve. Contributions from this reserve are used for capital maintenance, improvements and upgrades to municipal facilities.

Revenue

The increase for Fees, Service Charges, & Misc. Revenue is from leasing revenue charged to Paramedic Services for the EMS Facility and from Social and Housing Services for the Justice Building and from rent collected for the properties on Marleau Avenue.

Internal revenue has decreased as a result of a change in Parks and Landscaping, whereas grass cutting of City owned parks and properties will be contracted out. As a result, Parks and Landscaping is no longer charged for the use of grass cutting machines and Municipal Works does not receive the corresponding revenue.

Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
<u>OPERATING</u>						
EXPENDITURES						
Salaries and Benefits	\$2,119,428	\$1,791,257	\$2,219,561	\$2,289,953	\$70,392	3.17%
Purchase of Goods	\$1,341,449	\$1,152,992	\$1,379,819	\$1,419,773	\$39,954	2.90%
Services and Rents	\$1,016,644	\$893,940	\$987,996	\$977,349	(\$10,647)	(1.08%)
Financing LTD Principal & Interest	\$759,279	\$799,949	\$1,064,695	\$1,018,851	(\$45,844)	(4.31%)
Financial and Transfers	<u>\$703,064</u>	<u>\$904,702</u>	<u>\$852,519</u>	<u>\$884,417</u>	<u>\$31,898</u>	<u>3.74%</u>
Subtotal	\$5,939,864	\$5,542,840	\$6,504,590	\$6,590,343	\$85,753	1.32%
REVENUE						
Provincial and Federal Grants	\$0	\$0	\$0	\$0	\$0	0.00%
Other Municipalities	\$0	\$0	\$0	\$0	\$0	0.00%
Fees, Service Charges, & Misc Revenue	\$1,049,510	\$1,049,303	\$990,804	\$1,027,852	\$37,048	3.74%
Internal Revenue	\$2,428,651	\$2,052,581	\$2,459,137	\$2,321,782	(\$137,355)	(5.59%)
Contribution from Reserves	<u>\$6,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
Subtotal	<u>\$3,484,161</u>	<u>\$3,101,884</u>	<u>\$3,449,941</u>	<u>\$3,349,634</u>	<u>(\$100,307)</u>	<u>(2.91%)</u>
NET OPERATING COST (TAXATION)	<u>\$2,455,703</u>	<u>\$2,440,956</u>	<u>\$3,054,649</u>	<u>\$3,240,709</u>	<u>\$186,060</u>	<u>6.09%</u>
<u>CAPITAL</u>						
Gross Capital	\$178,236	\$13,000	\$2,935,000	\$5,938,000	\$3,003,000	102.32%
Capital Funding	<u>\$0</u>	<u>\$0</u>	<u>(\$2,922,000)</u>	<u>(\$5,784,000)</u>	<u>(\$2,862,000)</u>	<u>97.95%</u>
NET CAPITAL COST (TAXATION)	<u>\$178,236</u>	<u>\$13,000</u>	<u>\$13,000</u>	<u>\$154,000</u>	<u>\$141,000</u>	<u>1084.62%</u>
TOTAL OPERATING AND CAPITAL	<u>\$2,633,939</u>	<u>\$2,453,956</u>	<u>\$3,067,649</u>	<u>\$3,394,709</u>	<u>\$327,060</u>	<u>10.66%</u>

Summary by Activity	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
Administration	\$890,891	\$882,335	\$1,096,419	\$1,067,074	(\$29,345)	(2.68%)
Public Property	\$1,824,367	\$1,511,578	\$1,956,157	\$2,152,954	\$196,797	10.06%
Garage	<u>(\$81,319)</u>	<u>\$60,043</u>	<u>\$15,073</u>	<u>\$174,681</u>	<u>\$159,608</u>	<u>1058.90%</u>
TOTAL OPERATING AND CAPITAL	<u>\$2,633,939</u>	<u>\$2,453,956</u>	<u>\$3,067,649</u>	<u>\$3,394,709</u>	<u>\$327,060</u>	<u>10.66%</u>

2019 Capital Submission

The 2019 Capital Submission Summary can be found on page C-24 followed by the Capital Project Information Sheets and the department's 10-Year Capital Forecast.

Proposed 2019 Capital Projects

MW Equipment

Municipal Works Fleet Renewal Program

MW Yard Redevelopment

Salt Management Facility

Standby Power Generator

Noise Remediation

Employee Parking Lot

Design of New Administration Building

MW Facilities

Justice Building Courtyard Repairs

Parking Lot Rehabilitation - Optimist Park

Parking Lot Rehabilitation - St Columban's

Renovations at Various Municipal Buildings

Woodhouse Museum Repairs

Roads Division

2019 Budget Submission

Includes:

- The Roads Division is responsible for summer and winter maintenance of all municipal roads. Major summer maintenance activities include: sidewalk maintenance; asphalt patching; roadside gravelling and grading; curb and gutter maintenance; ditch maintenance, street sweeping and flushing; sign maintenance; bridge maintenance; guard rail maintenance.
- Major winter control activities include: street snow ploughing/salt application; sidewalk snow removal/salting; parking lot snow ploughing/salt application; snow removal operations (downtown core areas, dead ends etc.); cold patch application (pot holes); operation of snow management facility.
- Traffic Flow Maintenance is responsible to maintain effective traffic control systems including traffic signals, signs, street lighting as well as the management of School Crossing Guards for student safety during the school year.

Description

Ensure pedestrians and motorists have year round access to safe roadway and sidewalk networks and municipal parking lots.

Key Goals

1. Meet or exceed Provincial Minimum Maintenance Standards established for roads, sidewalks and parking lots.
2. Facilitate safe usage and movement for all modes of transportation.
3. Continue to improve service delivery by using technology.
4. Advance integrated transportation network which accommodates both pedestrians and cyclists in order to promote active living.
5. Continue to optimize traffic flow in City while accounting for future growth.

Commentary

Salaries and Benefits

There is no change in the staffing complement of this division. Increases represent incremental and contractual obligations.

Winter Control

There have been reductions to winter control as it pertains to the purchase of manufactured road salt (\$60,000) and calcium chloride (\$10,000). Other changes include reductions to hired equipment (\$20,000) and city equipment rental (\$25,000). These items have been brought in line with the three year average and trends.

Traffic Flow Maintenance

There is an increase (\$98,000) in principal and interest charges relating to the 2018 capital projects for Pole Replacement and Traffic Signal Upgrades. Other increases are related to contracted services for line painting (\$15,000) as well as electricity for street lighting (\$32,000).



Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
<u>OPERATING</u>						
EXPENDITURES						
Salaries and Benefits	\$1,756,822	\$1,562,914	\$2,025,871	\$2,066,748	\$40,877	2.02%
Purchase of Goods	\$1,174,789	\$929,029	\$1,306,950	\$1,260,420	(\$46,530)	(3.56%)
Services and Rents	\$2,221,121	\$1,741,954	\$2,530,246	\$2,524,252	(\$5,994)	(0.24%)
Financing LTD Principal & Interest	\$273,191	\$250,426	\$273,187	\$370,787	\$97,600	35.73%
Financial and Transfers	<u>\$52,726</u>	<u>\$51,725</u>	<u>\$52,400</u>	<u>\$50,000</u>	<u>(\$2,400)</u>	<u>(4.58%)</u>
Subtotal	\$5,478,649	\$4,536,048	\$6,188,654	\$6,272,207	\$83,553	1.35%
REVENUE						
Provincial and Federal Grants	\$0	\$0	\$0	\$0	\$0	0.00%
Other Municipalities	\$0	\$0	\$0	\$0	\$0	0.00%
Fees, Service Charges, & Misc Revenue	\$47,778	\$41,516	\$75,927	\$77,115	\$1,188	1.56%
Internal Revenue	\$1,626	\$0	\$0	\$0	\$0	0.00%
Contribution from Reserves	<u>\$3,402</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
Subtotal	<u>\$52,806</u>	<u>\$41,516</u>	<u>\$75,927</u>	<u>\$77,115</u>	<u>\$1,188</u>	<u>1.56%</u>
NET OPERATING COST (TAXATION)	<u>\$5,425,843</u>	<u>\$4,494,532</u>	<u>\$6,112,727</u>	<u>\$6,195,092</u>	<u>\$82,365</u>	<u>1.35%</u>
<u>CAPITAL</u>						
Gross Capital	\$35,083	\$0	\$400,000	\$400,000	\$0	0.00%
Capital Funding	<u>\$0</u>	<u>\$0</u>	<u>(\$400,000)</u>	<u>(\$400,000)</u>	<u>\$0</u>	<u>0.00%</u>
NET CAPITAL COST (TAXATION)	<u>\$35,083</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
TOTAL OPERATING AND CAPITAL	<u>\$5,460,926</u>	<u>\$4,494,532</u>	<u>\$6,112,727</u>	<u>\$6,195,092</u>	<u>\$82,365</u>	<u>1.35%</u>

Summary by Activity	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
Summer Control	\$1,346,950	\$1,052,648	\$1,383,421	\$1,408,470	\$25,049	1.81%
Winter Control	\$2,015,222	\$1,801,072	\$2,575,553	\$2,481,653	(\$93,900)	(3.65%)
Traffic Flow Maintenance	<u>\$2,098,754</u>	<u>\$1,640,812</u>	<u>\$2,153,753</u>	<u>\$2,304,969</u>	<u>\$151,216</u>	<u>7.02%</u>
TOTAL OPERATING AND CAPITAL	<u>\$5,460,926</u>	<u>\$4,494,532</u>	<u>\$6,112,727</u>	<u>\$6,195,092</u>	<u>\$82,365</u>	<u>1.35%</u>

2019 Capital Submission

The 2019 Capital Submission Summary can be found on page C-20 followed by the Capital Project Information Sheets and the department's 10-Year Capital Forecast.

Proposed 2019 Capital Projects

Traffic Signal Upgrades
Pole Replacement Program

Transit Services

2019 Budget Submission

Includes:

- Cornwall Transit (CT) is responsible for the safe and timely public transportation for citizens, including persons with disabilities. CT is divided into an Operation division and a Maintenance division.
- The Operations Division provides conventional, specialized (Handi-Transit), Community bus and Cornwall Business Park bus service. The Maintenance division provides preventative maintenance for 15 conventional and 10 handi-transit buses. Also vehicle maintenance for all EMS & Police vehicles and the Command Post, along with the Transit Facility and equipment unique to transit operations.

Description

Cornwall Transit provides an efficient and effective transit system that has indispensable economic value to the community.

Key Goals

1. Continue to implement Transit Master Plan recommendations with flexibility
2. Compliance with AODA
3. Maintain Bus fleet replacement schedule
4. Maintain and increase ridership
5. Maintain Community presence through Promotions

Commentary

Provincial Gas Tax (PGT)

Cornwall Transit has received PGT since its inception in 2004. It is based on 70% population and 30% ridership. All municipalities with transit systems are entitled to PGT. The pool of PGT is derived from 2¢ per litre of fuel sold in Ontario. Cornwall's share increased approximately \$22,000 in 2018/2019 to \$655,040. This fund is expected to continue into the future. PGT funds are used to maintain previous improvements (65%) while the balance is earmarked for capital projects or financing of capital projects (35%).

Investing in Canada Infrastructure Program (ICIP)

This funding stream reflects a partnership between the Federal government (40%), the Provincial government (33%) and the municipality (27%). The funding arrangement covers 10 years from 2018 to 2027. It is based on 2015 ridership; Cornwall reported a ridership of 804,007.

The funding allocation is as follows: Feds \$7,275,292, Ont. \$6,002,116 and Cornwall \$4,910,822. Although all Provinces and territories have signed an agreement, the roll out is being delayed without explanation. All Cornwall Transit projects submitted for Council approval in the 2019 budget that rely on ICIP funding will be put on hold until the roll out of the ICIP is finalized. The Projects may seek Council approval to finance in a different manner.

Conventional Services

As per the Transit Master Plan, conventional route alignment will be reviewed for implementation. The Community Bus will be maintained and Cornwall Business Park routes will be adjusted as necessary with input from business members and appropriate stakeholders. Automatic Vehicle Location (AVL) will be implemented. New technologies such as passenger counters and Web based Applications is included in this year's submission. Contactless fare payments systems will be explored.



Maintenance

Buses operate on diesel fuel and the budget reflects a \$70,200 increase fuel budget. The bus fleet replacement plan continues with the purchase of 2 conventional buses and one Handi-Transit (HT) bus and plays a very important role in effectively maintaining cost. The cube van needs to be replaced and vehicle hoist repair/ replacement is required.

Ridership/Revenues

Conventional ridership was 843,000 in 2018. HT ridership was 33,000 in 2018. A modest fare increase is budgeted for May 1/19. Cornwall Transit has been approached by Schools Boards to supply bus service to enhance quality of life to students in the community. One school is participating and exploration of further participation will be explored in 2019.

Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
<u>OPERATING</u>						
EXPENDITURES						
Salaries and Benefits	\$3,577,666	\$3,274,721	\$3,613,724	\$3,672,202	\$58,478	1.62%
Purchase of Goods	\$1,063,285	\$933,922	\$947,824	\$1,002,125	\$54,301	5.73%
Services and Rents	\$349,283	\$297,417	\$430,316	\$404,235	(\$26,081)	(6.06%)
Financing LTD Principal & Interest	\$162,613	\$220,195	\$407,529	\$433,425	\$25,896	6.35%
Financial and Transfers	<u>\$754,223</u>	<u>\$116,026</u>	<u>\$723,067</u>	<u>\$792,088</u>	<u>\$69,021</u>	<u>9.55%</u>
Subtotal	\$5,907,070	\$4,842,281	\$6,122,460	\$6,304,075	\$181,615	2.97%
REVENUE						
Provincial and Federal Grants	\$624,276	\$435,543	\$602,880	\$655,040	\$52,160	8.65%
Other Municipalities	\$0	\$0	\$0	\$0	\$0	0.00%
Fees, Service Charges, & Misc Revenue	\$1,640,594	\$1,420,979	\$1,737,000	\$1,742,140	\$5,140	0.30%
Internal Revenue	\$1,357	\$342	\$0	\$0	\$0	0.00%
Contribution from Reserves	<u>\$594,097</u>	<u>\$0</u>	<u>\$643,891</u>	<u>\$774,825</u>	<u>\$130,934</u>	<u>20.33%</u>
Subtotal	<u>\$2,860,324</u>	<u>\$1,856,864</u>	<u>\$2,983,771</u>	<u>\$3,172,005</u>	<u>\$188,234</u>	<u>6.31%</u>
NET OPERATING COST (TAXATION)	<u>\$3,046,746</u>	<u>\$2,985,417</u>	<u>\$3,138,689</u>	<u>\$3,132,070</u>	<u>(\$6,619)</u>	<u>(0.21%)</u>
<u>CAPITAL</u>						
Gross Capital	\$0	\$78,000	\$863,000	\$1,590,000	\$727,000	84.24%
Capital Funding	<u>\$0</u>	<u>\$0</u>	<u>(\$785,000)</u>	<u>(\$1,590,000)</u>	<u>(\$805,000)</u>	<u>102.55%</u>
NET CAPITAL COST (TAXATION)	<u>\$0</u>	<u>\$78,000</u>	<u>\$78,000</u>	<u>\$0</u>	<u>(\$78,000)</u>	<u>(100.00%)</u>
TOTAL OPERATING AND CAPITAL	<u>\$3,046,746</u>	<u>\$3,063,417</u>	<u>\$3,216,689</u>	<u>\$3,132,070</u>	<u>(\$84,619)</u>	<u>(2.63%)</u>

Summary by Activity	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
Operations Division	\$1,205,405	\$1,255,995	\$1,333,002	\$1,343,266	\$10,264	0.77%
Maintenance Division	<u>\$1,841,341</u>	<u>\$1,807,422</u>	<u>\$1,883,687</u>	<u>\$1,788,804</u>	<u>(\$94,883)</u>	<u>(5.04%)</u>
TOTAL OPERATING AND CAPITAL	<u>\$3,046,746</u>	<u>\$3,063,417</u>	<u>\$3,216,689</u>	<u>\$3,132,070</u>	<u>(\$84,619)</u>	<u>(2.63%)</u>

2019 Capital Submission

The 2019 Capital Submission Summary can be found on page C-39 followed by the Capital Project Information Sheets and the department's 10-Year Capital Forecast.

Proposed 2019 Capital Projects

Purchase of 2 Conventional Buses
Purchase of a Handi-Transit Bus
Transit Cube Van Replacement
Vehicle Hoist Repair and Safety
Passenger Counter / Web Applications

Infrastructure Planning

2019 Budget Submission

Includes:

- The Administration Section is responsible for the management and support services that enable the division to operate. This activity also includes the maintenance of records such as construction drawing archives, reports and legal plans.
- The Design and Construction Section includes all aspects of capital project implementation. These projects are typically related to linear infrastructure which includes roads, sewer and watermain. Activities include asset management, pre-engineering survey, preparation of base plans, design of new/replacement infrastructure, specifications and tender preparation, construction layout, construction supervision, progress payment preparation and as-built drawing records.
- The GIS Section is a component of the Design and Construction Section which is responsible to maintain infrastructure databases used for asset management. The GIS Section is also responsible for maintaining the GIS mapping used by most municipal staff, including Cornwall Police Services, as well as a public interactive mapping website (maps.cornwall.ca).
- The Subdivision and Approvals Section oversees the subdivision approval process through the planning, design and construction stages. Following Draft Plan Approval, developers must enter into a Subdivision Agreement which includes review of all aspects of the development such as the preliminary servicing report, construction drawings, lot grading, financial security, quality control, and final acceptance of the works. Developments are subject to an administration fee which is the revenue source for the Division.

Description

The Infrastructure Planning Division provides engineering services, capital planning, project design and construction administration for the City's linear infrastructure.

This infrastructure includes 393km of sewer, 298km of watermain, 272km of roadway, 189km of sidewalks and 25 bridges/large culverts, which together have a replacement value of approx. \$807M.

Key Goals

1. Maintain and advance Asset Management inventory and strategy.
2. Implement Public Consultation Policy/Strategy.
3. Seek partnership/funding opportunities with upper levels of government.
4. Continue implementation of Bicycle & Pedestrian Masterplan to promote Active Transportation.
5. Actively plan, account and manage future growth.
6. Implement/maintain productive and transparent capital project planning processes.

Commentary

Salaries and Benefits

There are no changes to the staffing complement in the Infrastructure Planning Division from 2018 to 2019. Increases are related to incremental and contractual obligations.

Long-Term Debt Financing

Principal and interest charges have increased in relation to capital projects that were funded through debt. These projects include: Reconstruction of Marleau Avenue, Culvert Replacement on McConnell Avenue, Lemay Street Extension, and the Brookdale CN Overpass.

Revenue

Revenues are primarily derived from internal design and construction management fees charges to capital projects.



Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
<u>OPERATING</u>						
EXPENDITURES						
Salaries and Benefits	\$1,336,668	\$1,253,195	\$1,464,866	\$1,514,333	\$49,467	3.38%
Purchase of Goods	\$13,579	\$17,128	\$22,000	\$22,200	\$200	0.91%
Services and Rents	\$51,206	\$59,613	\$64,285	\$64,905	\$620	0.96%
Financing LTD Principal & Interest	\$45,201	\$176,271	\$198,085	\$286,575	\$88,490	44.67%
Financial and Transfers	<u>\$374,446</u>	<u>\$136,103</u>	<u>\$143,350</u>	<u>\$140,950</u>	<u>(\$2,400)</u>	<u>(1.67%)</u>
Subtotal	\$1,821,100	\$1,642,310	\$1,892,586	\$2,028,963	\$136,377	7.21%
REVENUE						
Provincial and Federal Grants	\$24	\$0	\$0	\$0	\$0	0.00%
Other Municipalities	\$0	\$0	\$0	\$0	\$0	0.00%
Fees, Service Charges, & Misc Revenue	\$1,000,016	\$1,001,024	\$994,500	\$1,012,480	\$17,980	1.81%
Internal Revenue	\$0	\$0	\$0	\$0	\$0	0.00%
Contribution from Reserves	<u>\$210,967</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
Subtotal	<u>\$1,211,007</u>	<u>\$1,001,024</u>	<u>\$994,500</u>	<u>\$1,012,480</u>	<u>\$17,980</u>	<u>1.81%</u>
NET OPERATING COST (TAXATION)	<u>\$610,093</u>	<u>\$641,286</u>	<u>\$898,086</u>	<u>\$1,016,483</u>	<u>\$118,397</u>	<u>13.18%</u>
<u>CAPITAL</u>						
Gross Capital	\$65,000	\$353,700	\$7,948,800	\$6,580,000	(\$1,368,800)	(17.22%)
Capital Funding	\$0	\$0	<u>(\$7,595,100)</u>	<u>(\$6,005,000)</u>	<u>\$1,590,100</u>	<u>(20.94%)</u>
NET CAPITAL COST (TAXATION)	<u>\$65,000</u>	<u>\$353,700</u>	<u>\$353,700</u>	<u>\$575,000</u>	<u>\$221,300</u>	<u>62.57%</u>
TOTAL OPERATING AND CAPITAL	<u>\$675,093</u>	<u>\$994,986</u>	<u>\$1,251,786</u>	<u>\$1,591,483</u>	<u>\$339,697</u>	<u>27.14%</u>

Summary by Activity

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
Administration	\$591,197	\$980,522	\$1,003,375	\$1,320,265	\$316,890	31.58%
Design and Construction	\$83,519	\$8,981	\$248,272	\$258,942	\$10,670	4.30%
Subdivisions and Approvals	\$371	\$5,483	\$140	\$12,276	\$12,136	8668.57%
TOTAL OPERATING AND CAPITAL	<u>\$675,087</u>	<u>\$994,986</u>	<u>\$1,251,787</u>	<u>\$1,591,483</u>	<u>\$339,696</u>	<u>27.14%</u>

2019 Capital Submission

The 2019 Capital Submission Summary can be found on page C-6 followed by the Capital Project Information Sheets and the department's 10-Year Capital Forecast.

Proposed 2019 Capital Projects

Road Network

Asphalt Resurfacing on Various City Streets

Intersections

Centretown - Water St./Montreal Rd Intersections

Transportation Capacity

Nick Kaneb Dr. Extension - Marleau Ave to Industrial Park

Lemay St. Upgrades and Extension

Traffic Analysis – Brookdale Ave. & Ninth St. Extension

Structures

Culvert Replacement - Fly Creek at Mack Drive

Bi-Annual Structure Inspections

Small Diameter Culvert Replacement

Active Transportation (Sidewalk Infrastructure)

Active Transportation (Bicycle Infrastructure)

Waste Management Services

2019 Budget Submission

Includes:

- The responsibility for curbside waste collection, recycling collection and processing, landfill site operation, landfill security, leaf and yard waste collection, and the household special waste depot.
- The operation and maintenance of the gas and leachate collection systems for the old and new landfill sites.
- Provide and plan new waste reduction/diversion programs in order to meet municipal and provincial objectives.

Description

Provide the maintenance, supervision, and coordination required to manage the City's waste sustainably and efficiently for the present and future generations of the City of Cornwall.

Key Goals

1. Manage waste as per the Ministry of Environment, Conservation, and Parks (MECP) Certificate of Approval (CofA).
 2. Protect the environment by reducing emissions.
 3. Increase waste diversion.
 4. Meet waste targets as set by the province.
 5. Plan waste management for future generations.
-

Commentary

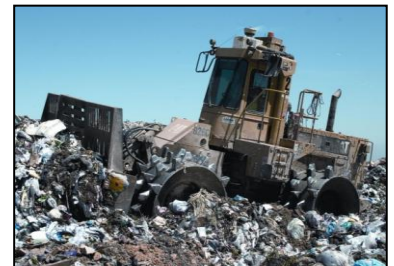
Waste Management Administration

The Waste Management Division Administration is responsible for supervising the sustainable management of the City's waste as per the MECP's CofA.

Landfill Operations

The City of Cornwall owns and operates a 60-hectare (150 acre) landfill. Operational since 1985, the landfill has an expected closure date of 2030. The landfill site currently operates under a CofA issued by the MECP. This CofA is comprised of a set of rules, which ensure the landfill cannot compromise the surrounding environment. Monitoring the sites emissions and leachate, ensuring the security of the landfill, and maintaining the sites ability to capture and flare gas are all aspects of the CofA.

Budget increases are related to ongoing operational contracts that sample, monitor, and maintain the gas and leachate systems, and provide inspection of inbound and outbound material loads.



Collection and Disposal

The City of Cornwall's contractor collects 13,000 tonnes of residential waste per year, and 3,100 tonnes of recycling. The contract has increased approximately 22% (or an additional cost of \$564,653 per year), compared to the 2018 budget. This increase is standard across the province. Increases to collection costs are attributed to the capital investment required for fleet acquisition, staffing costs related to waste collection, and the potential impacts of provincial legislation on waste collection. Once the contractor collects the material, it is disposed of at the Corporation's landfill site. The site, operated under a separate contract, handles 39,000 tonnes of waste per year, of which 26,000 tonnes are charged tipping fees.

Recycling

The City of Cornwall owns and operates a Material Recovery Facility. This facility processes around 4,500 tonnes of recycling per year from the City and surrounding municipalities. The processed material is baled and shipped to end markets by a contractor. The Corporation then receives revenue for the materials sold to end markets. The budget increase in Recycling and Diversion are related to the increased costs of processing recyclable material. These increases are directly related to the staffing, equipment, and expertise related to the sorting and marketing of recyclable material in an ever evolving global marketplace. Revenues have also decreased for recyclable materials, due to the China Sword Initiative and its impact on the global market.

Capital

The gross capital budget has decreased compared to 2018. The 2019 projects, totalling \$300,000 are funded from the tax base.

Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
<u>OPERATING</u>						
EXPENDITURES						
Salaries and Benefits	\$241,800	\$282,577	\$313,717	\$323,409	\$9,692	3.09%
Purchase of Goods	\$41,039	\$26,420	\$43,670	\$46,125	\$2,455	5.62%
Services and Rents	\$3,918,290	\$3,464,905	\$3,967,667	\$4,598,963	\$631,296	15.91%
Financing LTD Principal & Interest	\$0	\$0	\$0	\$0	\$0	0.00%
Financial and Transfers	<u>\$135,348</u>	<u>\$149,857</u>	<u>\$165,152</u>	<u>\$96,637</u>	<u>(\$68,515)</u>	<u>(41.49%)</u>
Subtotal	\$4,336,477	\$3,923,759	\$4,490,206	\$5,065,134	\$574,928	12.80%
REVENUE						
Provincial and Federal Grants	\$565,513	\$427,069	\$572,500	\$585,300	\$12,800	2.24%
Other Municipalities	\$0	\$0	\$0	\$0	\$0	0.00%
Fees, Service Charges, & Misc Revenue	\$3,065,250	\$2,048,710	\$2,274,620	\$2,202,723	(\$71,897)	(3.16%)
Internal Revenue	\$0	\$0	\$0	\$0	\$0	0.00%
Contribution from Reserves	\$0	\$0	\$0	\$0	\$0	0.00%
Subtotal	<u>\$3,630,763</u>	<u>\$2,475,779</u>	<u>\$2,847,120</u>	<u>\$2,788,023</u>	<u>(\$59,097)</u>	<u>(2.08%)</u>
NET OPERATING COST (TAXATION)	<u>\$705,714</u>	<u>\$1,447,980</u>	<u>\$1,643,086</u>	<u>\$2,277,111</u>	<u>\$634,025</u>	<u>38.59%</u>
<u>CAPITAL</u>						
Gross Capital	\$0	\$100,000	\$1,390,000	\$300,000	(\$1,090,000)	(78.42%)
Capital Funding	<u>\$0</u>	<u>\$0</u>	<u>(\$1,290,000)</u>	<u>\$0</u>	<u>\$1,290,000</u>	<u>(100.00%)</u>
NET CAPITAL COST (TAXATION)	<u>\$0</u>	<u>\$100,000</u>	<u>\$100,000</u>	<u>\$300,000</u>	<u>\$200,000</u>	<u>200.00%</u>
TOTAL OPERATING AND CAPITAL	<u>\$705,714</u>	<u>\$1,547,980</u>	<u>\$1,743,086</u>	<u>\$2,577,111</u>	<u>\$834,025</u>	<u>47.85%</u>

Summary by Activity	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
Waste Management Administration	\$271,052	\$255,140	\$303,966	\$336,526	\$32,560	10.71%
Landfill Operations	\$295,356	\$231,681	\$335,496	\$374,047	\$38,551	11.49%
Collection and Disposal	(\$802,721)	\$26,490	\$83,265	\$400,662	\$317,397	381.19%
Recycling	<u>\$942,027</u>	<u>\$1,034,669</u>	<u>\$1,020,359</u>	<u>\$1,465,876</u>	<u>\$445,517</u>	<u>43.66%</u>
TOTAL OPERATING AND CAPITAL	<u>\$705,714</u>	<u>\$1,547,980</u>	<u>\$1,743,086</u>	<u>\$2,577,111</u>	<u>\$834,025</u>	<u>47.85%</u>

2019 Capital Submission

The 2019 Capital Submission Summary can be found on page C-46 followed by the Capital Project Information Sheets and the department's 10-Year Capital Forecast.

Proposed 2019 Capital Projects

Landfill Leachate and Gas Collection Systems Upgrades
Landfill Site - Public Service Area Infrastructure Upgrades
Waste Management Diversion Review and Program Implementation
Landfill Expansion / Alternative Disposal ECA

Economic Development

2019 Budget Submission

Includes:

- Economic Development works to facilitate the growth of the local economy. Included in this section are efforts aimed at industrial, small business and tourism sectors, along with resident attraction.
- Major activities include marketing efforts, investment relations, tourism marketing, visitor information services, community improvement programs and the operation of the Cornwall Business Enterprise Centre.

Description

Cornwall Economic Development undertakes five major activities:

- Marketing Cornwall
- Investor relations
- Support to existing business
- Development of the Cornwall Business Park
- Research activities and senior government liaison

Key Goals

1. Positive economic growth.
2. Increase in assessment.
3. Positive job creation.
4. Increase in population.
5. Increased tourism activity.

Commentary

Salaries and Benefits

Salary for one individual has been added to provide support to department efforts, in particular the implementation of the Tourism Development Fund. Other increases represent incremental and contractual obligations.

Economic Development

A significant portion of the Economic Development budget is devoted to marketing efforts, which includes print and online efforts aimed at attracting residential, commercial and industrial investment. These efforts are targeted at specific sectors, and are guided by an Economic Development Strategic Plan.

Tourism

The Department is responsible for the marketing and promotion of Cornwall to attract visitors and increase tourism activity. The funding of tourism activities is expected to be fully funded from the proceeds of the Municipal Accommodation Tax (MAT). Gross MAT revenues are reflected in the budget, as are transfers out to the new Tourism Development Corporation.

Additional marketing dollars have been budgeted in tourism, to support increased participation at trade shows and increased distribution of the Visitor Guide.

Community Improvement Programs

The Community Improvement Programs are funded primarily from reserves and funding is dependent on development activity.

Small Business

The Province of Ontario funds the operation of the Cornwall Business Enterprise Centre, including Summer Company and Starter Company programming. The funding is renewed each Provincial fiscal year (April).



Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
<u>OPERATING</u>						
EXPENDITURES						
Salaries and Benefits	\$657,650	\$616,976	\$700,914	\$798,119	\$97,205	13.87%
Purchase of Goods	\$24,468	\$32,903	\$25,546	\$26,307	\$761	2.98%
Services and Rents	\$581,955	\$430,163	\$500,956	\$481,199	(\$19,757)	(3.94%)
Financing LTD Principal & Interest	\$0	\$0	\$0	\$0	\$0	0.00%
Financial and Transfers	<u>\$439,537</u>	<u>\$264,609</u>	<u>\$177,500</u>	<u>\$425,000</u>	<u>\$247,500</u>	<u>139.44%</u>
Subtotal	\$1,703,610	\$1,344,651	\$1,404,916	\$1,730,625	\$325,709	23.18%
REVENUE						
Provincial and Federal Grants	\$261,904	\$255,963	\$305,027	\$278,539	(\$26,488)	(8.68%)
Other Municipalities	\$500	\$0	\$0	\$0	\$0	0.00%
Fees, Service Charges, & Misc Revenue	\$20,922	\$224,722	\$146,369	\$500,195	\$353,826	241.74%
Internal Revenue	\$0	\$0	\$0	\$0	\$0	0.00%
Contribution from Reserves	<u>\$495,553</u>	<u>\$47,086</u>	<u>\$13,300</u>	<u>\$13,300</u>	<u>\$0</u>	<u>0.00%</u>
Subtotal	<u>\$778,879</u>	<u>\$527,771</u>	<u>\$464,696</u>	<u>\$792,034</u>	<u>\$327,338</u>	<u>70.44%</u>
NET OPERATING COST (TAXATION)	<u>\$924,731</u>	<u>\$816,880</u>	<u>\$940,220</u>	<u>\$938,591</u>	<u>(\$1,629)</u>	<u>(0.17%)</u>
<u>CAPITAL</u>						
Gross Capital	\$10,045	\$0	\$0	\$0	\$0	0.00%
Capital Funding	\$0	\$0	\$0	\$0	\$0	0.00%
NET CAPITAL COST (TAXATION)	<u>\$10,045</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
TOTAL OPERATING AND CAPITAL	<u>\$934,776</u>	<u>\$816,880</u>	<u>\$940,220</u>	<u>\$938,591</u>	<u>(\$1,629)</u>	<u>(0.17%)</u>

Summary by Activity

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
Economic Development	\$727,681	\$704,977	\$835,904	\$814,515	(\$21,389)	(2.56%)
Tourism	\$174,541	\$64,205	\$49,316	\$69,076	\$19,760	40.07%
Community Improvement Programs	\$32,554	\$47,698	\$55,000	\$55,000	\$0	0.00%
Business Enterprise Centre	\$0	\$0	\$0	\$0	\$0	0.00%
TOTAL OPERATING AND CAPITAL	<u>\$934,776</u>	<u>\$816,880</u>	<u>\$940,220</u>	<u>\$938,591</u>	<u>(\$1,629)</u>	<u>(0.17%)</u>

Planning Services

2019 Budget Submission

Includes

- Planning Services is the administrative arm of local government whose function is to recommend the form of future development in Cornwall, and to make recommendations to Council on private /public development applications. The City has full residential subdivision approval and is designated as the one window approval authority by the Ministry.
- The Planning Division is responsible for four distinct activities: Planning Administration, Development Planning, Committee of Adjustment and Waterfront Activity.

Description

The Planning Division ensures the orderly development of the municipality by ensuring the efficient use of existing infrastructure while promoting sensible land use patterns for new and sustained growth.

The Division ensures the quality of neighbourhoods, environmental protection, the waterfront and land use changes that promote community improvement and revitalization.

Key Goals

1. Facilitate the orderly and sustainable development of the City of Cornwall.
2. New Waterfront Plan (Final Stages).
3. New Zoning Bylaw (Planning Act Regulation).
4. Enhance communications to residents and stakeholders within the City.
5. OPPI and RPP Designation for all Planning staff.

Commentary

The main premise of the Division is to carry out general Planning and Development functions as articulated in the Planning Act, including but not limited to the Official Plan (O.P.) and Zoning Amendments, Draft Plans of Subdivision and Condominium approvals, Site Plan Approvals, Waterfront initiatives, Minor Variances / Consents and Zoning Compliances.

Planning Studies

Planning will continue working with Thinc Consultants, who are in the process of preparing a new Waterfront Plan for the City.

The second major document which must be started this year is the Comprehensive Zoning By-law (1969) as amended, which implements the Official Plan, and sets out what parcels of land can be used for certain uses. As per the Planning Act, a review of this plan must be started within 3 years after the approval of the Official Plan.

Revenue

Revenue for the Committee of Adjustment has increased in the 2019 budget submission as a result of increased residential activity related to new subdivisions.

Salaries and Benefits

Total Salary and Benefits has increased slightly as a result of new staff who are progressing through the pay grid. Other increases represent incremental and contractual obligations.

Services and Rents

The decrease in Services and Rents is related to a one-time budget item in 2018 for the Rowing Club Environmental Assessment. This item is not required in the 2019 budget submission.



Official Plan - 2018

City of Cornwall

Adopted by City Council, October 23, 2017
Approved by the Ministry of Municipal Affairs and Housing, April 23, 2018



Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
<u>OPERATING</u>						
EXPENDITURES						
Salaries and Benefits	\$443,054	\$400,329	\$456,769	\$476,522	\$19,753	4.32%
Purchase of Goods	\$10,676	\$5,351	\$11,450	\$11,500	\$50	0.44%
Services and Rents	\$148,688	\$150,724	\$305,570	\$288,751	(\$16,819)	(5.50%)
Financing LTD Principal & Interest	\$0	\$0	\$0	\$0	\$0	0.00%
Financial and Transfers	<u>\$107,837</u>	<u>\$30,309</u>	<u>\$103,727</u>	<u>\$106,374</u>	<u>\$2,647</u>	<u>2.55%</u>
Subtotal	\$710,255	\$586,713	\$877,516	\$883,147	\$5,631	0.64%
REVENUE						
Provincial and Federal Grants	\$0	\$0	\$0	\$0	\$0	0.00%
Other Municipalities	\$0	\$0	\$0	\$0	\$0	0.00%
Fees, Service Charges, & Misc Revenue	\$230,445	\$324,383	\$235,637	\$256,824	\$21,187	8.99%
Internal Revenue	\$0	\$0	\$0	\$0	\$0	0.00%
Contribution from Reserves	<u>\$28,030</u>	<u>\$90,000</u>	<u>\$160,000</u>	<u>\$160,000</u>	<u>\$0</u>	<u>0.00%</u>
Subtotal	<u>\$258,475</u>	<u>\$414,383</u>	<u>\$395,637</u>	<u>\$416,824</u>	<u>\$21,187</u>	<u>5.36%</u>
NET OPERATING COST (TAXATION)	<u>\$451,780</u>	<u>\$172,330</u>	<u>\$481,879</u>	<u>\$466,323</u>	<u>(\$15,556)</u>	<u>(3.23%)</u>
<u>CAPITAL</u>						
Gross Capital	\$0	\$0	\$0	\$0	\$0	0.00%
Capital Funding	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
NET CAPITAL COST (TAXATION)	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
TOTAL OPERATING AND CAPITAL	<u>\$451,780</u>	<u>\$172,330</u>	<u>\$481,879</u>	<u>\$466,323</u>	<u>(\$15,556)</u>	<u>(3.23%)</u>

Summary by Activity

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
Planning Services	\$435,778	\$158,706	\$469,581	\$454,460	(\$15,121)	(3.22%)
Waterfront	<u>\$16,002</u>	<u>\$13,624</u>	<u>\$12,298</u>	<u>\$11,863</u>	<u>(\$435)</u>	<u>(3.54%)</u>
TOTAL OPERATING AND CAPITAL	<u>\$451,780</u>	<u>\$172,330</u>	<u>\$481,879</u>	<u>\$466,323</u>	<u>(\$15,556)</u>	<u>(3.23%)</u>

Building Services, Bylaw and Parking Enforcement

2019 Budget Submission

Includes:

- The Building Division is responsible for administering and enforcing the Ontario Building Code (OBC), the Act and associated regulations on behalf of the Province. The OBC is a set of rules that specify standards for the construction of buildings and structures, with primary concern for health and safety of the occupants.
- The By-Law Division is responsible for the enforcement of a number of Municipal By-Laws that promote harmony and respect among residents, protects their health, safety, welfare and general quality of life and community.
- The Parking Division is responsible for enforcement operations and issues tickets for violations of the Traffic and Parking By-Law.

Description

The Building Division's goal is to provide quality service to the community, contractors and developers, that is knowledgeable, efficient and supportive.

The By-Law Division's goal is to provide customer service excellence through enforcement and public education in contributing to a desirable and harmonious community in which to live, work and play.

The Parking Division's goal is to ensure that Officers are helpful, respectful but firm while exercising their duties with discretion in enforcing traffic regulations contained in the Traffic and Parking By-Law.

Key Goals

1. Continued due-diligence and service to the public.
2. Update the Division's Municipal Software (CityView).
3. More contemporary, user friendly parking facilities.
4. Introduce mobile parking payment from a smart device using license plate recognition.

Commentary

Building Services

The consultants' 2018 Building Permit fee review proposes fee increases to improve cost recovery by 15% to 20%; it now averages 55%. Net costs are being offset by municipal property taxes. Some revenue benefits from the proposed fee increases have been considered in the 2019 budget submission. The proposed fee increases will be tabled to Council in the first quarter of 2019.



Bylaw Enforcement

A proposal for subsidizing feline spay/neuter procedures as part of a community cat over population management initiative will be tabled to Council in 2019. Subsidies are not budgeted.



Parking Enforcement

A \$40,000 annual payment installment for a parking software replacement is budgeted. Two new pay and display machines are budgeted to replace aging meters. Anticipated second quarter violation ticket increases are considered in revenue. Parking Enforcement is a self-funded department. Any surplus/deficit is contributed to or funded from the Parking Reserve Fund.



Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
<u>OPERATING</u>						
EXPENDITURES						
Salaries and Benefits	\$1,390,189	\$1,227,015	\$1,467,489	\$1,512,012	\$44,523	3.03%
Purchase of Goods	\$65,165	\$55,621	\$80,575	\$86,875	\$6,300	7.82%
Services and Rents	\$420,022	\$418,711	\$448,464	\$452,694	\$4,230	0.94%
Financing LTD Principal & Interest	\$0	\$0	\$0	\$0	\$0	0.00%
Financial and Transfers	<u>\$200,956</u>	<u>\$294,097</u>	<u>\$173,319</u>	<u>\$206,640</u>	<u>\$33,321</u>	<u>19.23%</u>
Subtotal	\$2,076,332	\$1,995,444	\$2,169,847	\$2,258,221	\$88,374	4.07%
REVENUE						
Provincial and Federal Grants	\$0	\$0	\$0	\$0	\$0	0.00%
Other Municipalities	\$0	\$0	\$0	\$0	\$0	0.00%
Fees, Service Charges, & Misc Revenue	\$1,114,316	\$1,250,283	\$1,268,260	\$1,369,500	\$101,240	7.98%
Internal Revenue	\$395	\$116	\$0	\$0	\$0	0.00%
Contribution from Reserves	<u>\$0</u>	<u>\$30,000</u>	<u>\$56,455</u>	<u>\$59,031</u>	<u>\$2,576</u>	<u>4.56%</u>
Subtotal	<u>\$1,114,711</u>	<u>\$1,280,399</u>	<u>\$1,324,715</u>	<u>\$1,428,531</u>	<u>\$103,816</u>	<u>7.84%</u>
NET OPERATING COST (TAXATION)	<u>\$961,621</u>	<u>\$715,045</u>	<u>\$845,132</u>	<u>\$829,690</u>	<u>(\$15,442)</u>	<u>(1.83%)</u>
<u>CAPITAL</u>						
Gross Capital	\$0	\$0	\$0	\$50,000	\$50,000	100.00%
Capital Funding	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
NET CAPITAL COST (TAXATION)	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$50,000</u>	<u>\$50,000</u>	<u>100.00%</u>
TOTAL OPERATING AND CAPITAL	<u>\$961,621</u>	<u>\$715,045</u>	<u>\$845,132</u>	<u>\$879,690</u>	<u>\$34,558</u>	<u>4.09%</u>

Summary by Activity	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
Building Services	\$630,497	\$443,726	\$496,242	\$448,203	(\$48,039)	(9.68%)
Bylaw Enforcement	\$394,443	\$327,042	\$400,011	\$490,400	\$90,389	22.60%
Parking Enforcement	<u>(\$63,319)</u>	<u>(\$55,723)</u>	<u>(\$51,121)</u>	<u>(\$58,913)</u>	<u>(\$7,792)</u>	<u>15.24%</u>
TOTAL OPERATING AND CAPITAL	<u>\$961,621</u>	<u>\$715,045</u>	<u>\$845,132</u>	<u>\$879,690</u>	<u>\$34,558</u>	<u>4.09%</u>

2019 Capital Submission

The 2019 Capital Submission Summary can be found on page C-71 followed by the Capital Project Information Sheets and the department's 10-Year Capital Forecast.

Proposed 2019 Capital Projects

Software Upgrade - CityView

Recreation Services

2019 Budget Submission

Includes:

- The responsibility for a wide variety of programs and to provide safe and enjoyable facilities that will meet the social, recreational and cultural needs of the community.
- The management, supervision and coordination of various maintenance activities and recreation programs in order to assure safe, fun, and cost effective operations of sports and leisure facilities and parks.

Description

The Recreation Department endeavours to provide a wide variety of programs, and to provide safe and enjoyable facilities that will meet the social, recreational and cultural needs of the community; to provide accessible recreation opportunities to the citizens of Cornwall in order to improve their quality of life and health; and to provide the management and maintenance of facilities.

Key Goals

1. Maintain the existing level of service for our recreational programs and facilities.
2. Maximize participation and minimize operational costs for Aquatic Centre, Civic Complex and Benson Centre.
3. Provide publically accessible recreation opportunities to the citizens of Cornwall.
4. Promote the Civic Complex and other facilities for special events and other bookings.

Commentary

Salaries and Benefits

Part-time salaries have increased to reflect the 3 year average of actual expenditures incurred. Other increases represent incremental and contractual obligations.

Purchase of Goods

Purchase of Goods includes \$17,000 for two Pay and Display machines. These will be used to charge users of the boat launch for trailer parking. Revenue has been included to offset the cost of these machines.

Utility costs for Electricity, Water, Cornwall District Heating, and Natural Gas have increased by \$128,000 to adjust to historical trends.

Services and Rents

A decrease of approximately \$19,000 is due to a one-time budget item for improvements to the Sports Hall of Fame in 2018. Snow plowing and removal costs have increased by approximately \$45,000 as costs for these services are trending upwards. Contracted Services have increased approximately \$185,000 to reflect the 3 year average. These services include: mechanical, plumbing and electrical contractors, as well as elevator repair services, security contractors, and other costs required to maintain the facilities.

Revenue

Event Revenues have increased to better reflect trends realized from previous years and to reflect projected 2019 events that staff are hopeful will materialize. Client Fee revenue has decreased by \$80,000 due to the loss of the resident hockey club; however, there are offsetting reductions in expenditures.



Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	\$3,990,975	\$3,583,631	\$4,072,471	\$4,247,146	\$174,675	4.29%
Purchase of Goods	\$1,833,986	\$1,620,166	\$1,833,257	\$1,941,686	\$108,429	5.91%
Services and Rents	\$1,825,233	\$1,548,500	\$1,577,381	\$1,813,064	\$235,683	14.94%
Financing LTD Principal & Interest	\$853,863	\$782,705	\$853,097	\$922,738	\$69,641	8.16%
Financial and Transfers	<u>\$1,057,358</u>	<u>\$764,263</u>	<u>\$1,047,794</u>	<u>\$980,786</u>	<u>(\$67,008)</u>	<u>(6.40%)</u>
Subtotal	\$9,561,415	\$8,299,265	\$9,384,000	\$9,905,420	\$521,420	5.56%
REVENUE						
Provincial and Federal Grants	\$22,756	\$3,307	\$11,000	\$28,500	\$17,500	159.09%
Other Municipalities	\$0	\$0	\$0	\$0	\$0	0.00%
Fees, Service Charges, & Misc Revenue	\$3,521,788	\$2,749,022	\$3,450,045	\$3,385,736	(\$64,309)	(1.86%)
Internal Revenue	\$546,323	\$500,796	\$719,407	\$719,407	\$0	0.00%
Contribution from Reserves	\$0	\$40,000	\$0	\$0	\$0	0.00%
Subtotal	\$4,090,867	\$3,293,125	\$4,180,452	\$4,133,643	(\$46,809)	(1.12%)
NET OPERATING COST (TAXATION)	\$5,470,548	\$5,006,140	\$5,203,548	\$5,771,777	\$568,229	10.92%
CAPITAL						
Gross Capital	\$69,550	\$92,000	\$602,000	\$1,945,000	\$1,343,000	223.09%
Capital Funding	\$0	\$0	(\$510,000)	(\$1,708,800)	(\$1,198,800)	235.06%
NET CAPITAL COST (TAXATION)	\$69,550	\$92,000	\$92,000	\$236,200	\$144,200	156.74%
TOTAL OPERATING AND CAPITAL	\$5,540,098	\$5,098,140	\$5,295,548	\$6,007,977	\$712,429	13.45%

Summary by Activity

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
Recreation & Facilities Admin	\$524,712	\$439,361	\$467,541	\$512,716	\$45,175	9.66%
Benson Centre	\$1,085,005	\$866,108	\$738,311	\$920,351	\$182,040	24.66%
Cornwall Civic Complex	\$1,527,311	\$1,469,372	\$1,456,085	\$1,601,542	\$145,457	9.99%
Aquatic Centre	\$1,043,927	\$1,045,677	\$1,154,587	\$1,227,530	\$72,943	6.32%
Arts Centre	\$0	\$4,424	\$0	\$16,705	\$16,705	100.00%
Outdoor Pools	\$691,860	\$652,154	\$710,751	\$767,985	\$57,234	8.05%
Leisure Arts	\$294,369	\$290,767	\$348,391	\$341,798	(\$6,593)	(1.89%)
Tennis Courts	\$62,689	\$38,702	\$62,546	\$67,781	\$5,235	8.37%
Ball Soccer Fields	\$167,042	\$168,975	\$219,938	\$373,733	\$153,795	69.93%
Big Ben Ski Hill	\$71,303	\$38,386	\$78,821	\$80,216	\$1,395	1.77%
Marinas	\$71,880	\$84,214	\$58,577	\$97,620	\$39,043	66.65%
TOTAL OPERATING AND CAPITAL	\$5,540,098	\$5,098,140	\$5,295,548	\$6,007,977	\$712,429	13.45%

2019 Capital Submission

The 2019 Capital Submission Summary can be found on page C-52 followed by the Capital Project Information Sheets and the department's 10-Year Capital Forecast.

Proposed 2019 Capital Projects

Arc Flash Analysis
 Aquatic Centre Ventilation Improvements and UV Disinfection
 Brian Tardif Field Lighting
 Brian Tardif Field Netting
 Civic Complex and Benson Centre LED Arena Lighting
 Benson Centre Arena Duct Work

Upgrade Outdoor Pool Filter System
 Art Centre Design
 Recreation Master Plan Update
 Civic Complex Floors in Dressing Room
 Civic Complex Arena Spectator Seat Replacement
 King George Park Washroom

Parks and Landscaping

2019 Budget Submission

Includes:

- The management, supervision and coordination of various maintenance activities in order to assure safe, fun, and cost effective operations of City's public parks and outdoor public spaces.
- The beautification of the City through appropriate landscaping programs and grass cutting naturalization efforts.
- Provide safe, playable and accessible play structures which provide parks that meet the needs of its citizens, and ensure strong livable neighbourhoods.
- Responsible for winter maintenance activities at municipally-owned building entrances and walkways to ensure reliable safe public access.

Description

The Parks and Landscaping Department endeavours to provide the management and maintenance of the City's parks and outdoor public spaces, as well as the beautification and landscape of the City under the care and control of the Department of Planning, Development and Recreation.

Key Goals

1. Maintain the existing level of service for our City parks and outdoor public spaces.
2. Ensure safe and reliable public access to municipally owned buildings throughout the winter season.
3. Manage the City's inventory of trees on City boulevards and in parks.
4. Continue the Emerald Ash Borer Management Plan.

Commentary

Salaries and Benefits

Part-time salaries have decreased approximately \$65,000. Parks and Landscaping plans to use contractors for the City's grass cutting operations. The full-time staff that were responsible for the City's grass cutting operations will be reassigned to other activities that were previously completed by part-time seasonal staff.

Purchase of Goods

Janitorial supplies has been increased by \$5,500 to better reflect the 3 year average. This increase is partially offset by a reduction in equipment and safety supplies.

Services and Rents

A decrease of approximately \$118,500 in City Equipment Rental is due to the proposed contracting of the Parks and Landscape Department's grass cutting operations.

By contracting the grass cutting operations, the Parks and Landscaping Department will no longer be using the sidewalk snow clearing equipment for grass cutting during the summer season. Also, as a result of the proposed contracting of grass cutting operations, Contracted Services has been increased by approximately \$88,000.

Revenue

There are no changes to the projected revenues in the 2019 budget submission. Revenue is related to recovery for weed control on private property and rental fees for use of Lamoureux Park and Guindon Park.



Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
<u>OPERATING</u>						
EXPENDITURES						
Salaries and Benefits	\$1,437,671	\$1,223,154	\$1,187,149	\$1,135,793	(\$51,356)	(4.33%)
Purchase of Goods	\$198,047	\$171,907	\$191,967	\$194,452	\$2,485	1.29%
Services and Rents	\$885,026	\$925,507	\$836,300	\$805,741	(\$30,559)	(3.65%)
Financing LTD Principal & Interest	\$75,181	\$68,915	\$171,135	\$238,885	\$67,750	39.59%
Financial and Transfers	\$5,176	\$8,620	\$0	\$350	\$350	100.00%
Subtotal	\$2,601,101	\$2,398,103	\$2,386,551	\$2,375,221	(\$11,330)	(0.47%)
REVENUE						
Provincial and Federal Grants	\$0	\$0	\$0	\$0	\$0	0.00%
Other Municipalities	\$0	\$0	\$0	\$0	\$0	0.00%
Fees, Service Charges, & Misc Revenue	\$16,919	\$3,316	\$13,430	\$13,430	\$0	0.00%
Internal Revenue	\$0	\$0	\$0	\$0	\$0	0.00%
Contribution from Reserves	\$0	\$0	\$0	\$0	\$0	0.00%
Subtotal	\$16,919	\$3,316	\$13,430	\$13,430	\$0	0.00%
NET OPERATING COST (TAXATION)	\$2,584,182	\$2,394,787	\$2,373,121	\$2,361,791	(\$11,330)	(0.48%)
<u>CAPITAL</u>						
Gross Capital	\$279,347	\$376,600	\$756,600	\$1,430,000	\$673,400	89.00%
Capital Funding	\$0	\$0	(\$380,000)	(\$1,350,000)	(\$970,000)	255.26%
NET CAPITAL COST (TAXATION)	\$279,347	\$376,600	\$376,600	\$80,000	(\$296,600)	(78.76%)
TOTAL OPERATING AND CAPITAL	\$2,863,529	\$2,771,387	\$2,749,721	\$2,441,791	(\$307,930)	(11.20%)

Summary by Activity	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
Landscaping	\$1,498,868	\$1,483,712	\$1,360,732	\$1,500,379	\$139,647	10.26%
Parks Maintenance	\$1,364,661	\$1,287,217	\$1,388,989	\$941,412	(\$447,577)	(32.22%)
TOTAL OPERATING AND CAPITAL	\$2,863,529	\$2,770,929	\$2,749,721	\$2,441,791	(\$307,930)	(11.20%)

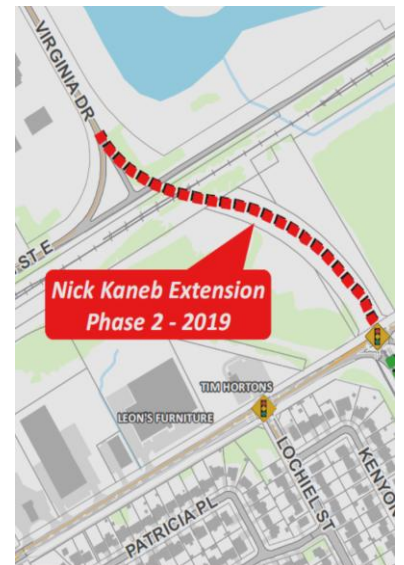
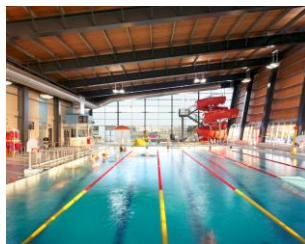
2019 Capital Submission

The 2019 Capital Submission Summary can be found on page C-52 followed by the Capital Project Information Sheets and the department's 10-Year Capital Forecast.

Proposed 2019 Capital Projects

Bikepath Retaining Wall Structure Replacement
Emerald Ash Borer
Bicycle Path Repairs
Docks at RCAF and Guindon Park

2019 CAPITAL BUDGET



Capital Budget

The capital budget funds the purchase, construction, and rehabilitation of assets. The City has a considerable asset base of \$648 million (excluding water and wastewater) that includes 68 buildings, 272 km of roads, 12 bridges, 101 culverts, 68 traffic signals, 5,127 street lights, 45 km of bike lanes, 190 km of sidewalks, 40 parks and playgrounds, 36 km of recreational paths, and more than 200 vehicles (service support and emergency response vehicles).

Capital assets are the foundation for providing services. Asset management is a municipality's plan for how to manage municipal infrastructure in order to provide services to residents and other users in a way that meets their expectations, and is financially sustainable into the future.

To ensure that the City manages its existing and future assets responsibly and is able to financially support future development, the City uses a risk-based/level of service approach to capital planning that prioritizes and balances the capital requirements in a sustainable manner.

Capital projects are prioritized by departments using various criteria; such as, asset condition, health and safety, to continue to provide satisfactory levels of service to the community. The City also attempts to coordinate capital projects to maximize use of funding and resources and minimize public disruption.

In 2016, the City updated and expanded its AMP to include most City-owned capital assets including for the first time its buildings and fleet assets. The AMP is based on the Ministry of Infrastructure of Ontario's *Building Together: Guide for Municipal Asset Management Plans* (2012). The AMP is updated each year to continue its 10-year capital planning forecast. The next version of the City's AMP will also include assets, such as: ITT Infrastructure, GSDL equipment/ furnishings, Protective Services' equipment. The full AMP document will undergo an update no later than 2021, and will be extended with an updated 10-year planning forecast.

Many capital projects take more than a single year to plan, design and develop, with the associated capital funding approved in the first year of the project and carried over to the following year(s) through a report approved by Council.

Capital Expenditures

Capital expenditures for municipalities are long-term commitments, which require analysis using a long-term perspective, and should provide benefits for multiple years. A capital expenditure results in the acquisition or increased value of a capital asset (infrastructure, municipal facilities, vehicles, equipment) and usually involves projects with expenditures over a certain amount, that will provide benefits for more than a certain period of time, which is typically one year. The City's current capitalization threshold is \$5,000 or a pooled threshold of \$50,000.

The 2019 capital budget includes \$22.3 million in capital works and asset replacement. This includes \$7 million in roads and transportation (including \$1.8 million for Nick Kaneb Dr. extension), \$1.6 million investment in transit projects, \$5 million for the continuation of the Municipal Works yard redevelopment, almost \$3.4 million for parks, recreation and cultural facility upgrades, and \$2.9 million for phase one for the Fire headquarters and training centre.

The chart on the following page provides a comparison of the 2019 budget submission to the 2019 LTFP for capital works (the LTFP is based on the City's AMP).

The capital submission for the 2019 budget is lower than the LTFP by \$3,349,000. The chart on the right explains this variance by listing the projects that were in the LTFP but not included in the 2019 submission, and the projects included in the 2019 submission but were not in the LTFP for the year 2019.

	Year 2019 LTFP	2019 Submission	Variance to LTFP	Variance in Gross Capital to the LTFP
Capital Funding Sources				
Debt	\$7,517,000	\$12,152,700	\$4,635,700	In LTFP, not included in the budget submission:
Development Charges	\$0	\$2,275,100	\$2,275,100	Soccer Fields -\$6,500,000
Reserves	\$2,875,309	\$1,315,000	-\$1,560,309	Transportation/Environmental -\$1,052,000
United Counties	\$127,500	\$119,700	-\$7,800	ITT Infrastructure -\$450,000
Federal Gas Tax	\$2,951,330	\$2,910,000	-\$41,330	GSDL, Waterfront, Other -\$237,000
Fed/Prov - Soccer Fields	\$4,320,000	\$0	-\$4,320,000	Not in the LTFP 2019, in the 2019 budget submission:
PTIF/ICIP Funding	\$411,000	\$1,065,000	\$654,000	Fire Station (Phase 1) \$2,900,000
Prov/OCIF Funding	\$1,633,000	\$770,000	-\$863,000	Bike Path Retaining Wall \$1,000,000
	\$19,835,139	\$20,607,500	\$772,361	Recreation Facilities \$690,000
Less:				Arts Centre Design \$300,000
Gross Capital Costs	\$25,631,000	\$22,282,000	-\$3,349,000	← - \$3,349,000
Total Capital funded by taxation	\$5,795,861	\$1,674,500	-\$4,121,361	

The following chart provides a comparison of the 2019 budget submission compared to the 2018 Council approved budget.

	2018 Budget	2019 Submission	Change from 2018 Budget
Capital Funding Sources			
Debt	\$7,679,000	\$12,152,700	\$4,473,700
Development Charges	\$0	\$2,275,100	\$2,275,100
Reserves	\$2,244,000	\$1,315,000	-\$929,000
United Counties	\$172,950	\$119,700	-\$53,250
Federal Gas Tax	\$3,099,800	\$2,910,000	-\$189,800
PTIF/ICIP Funding	\$283,000	\$1,065,000	\$782,000
Prov/OCIF Funding	\$2,416,300	\$770,000	-\$1,646,300
	\$15,895,050	\$20,607,500	\$4,712,450
Less:			
Gross Capital Costs	\$17,481,900	\$22,282,000	\$4,800,100
Total Capital funded by taxation	\$1,586,850	\$1,674,500	\$87,650

Year-to-year capital financial requirements can change dramatically depending on capital needs. This may put a burden on the tax base if the City does not have other alternate funding sources; such as, development charges, reserves, long-term borrowing (if appropriate) that it can utilize.

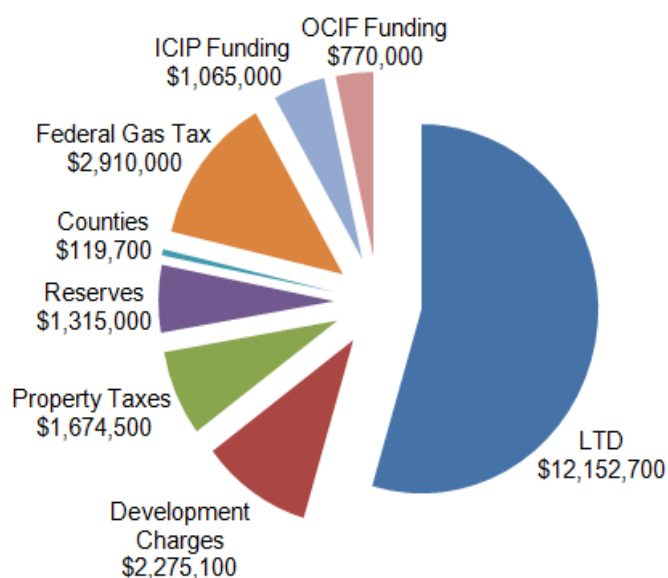
Capital Revenue

The 2019 Capital budget is supported by various funding sources. For the first time in 2019, the City will utilize development charges, a building fee that came into effect in April 2018.

The Capital budget is funded through:

- Long-term debt (54.5%)
- Government grants (21.4%)
- Development charges (10.2%)
- Property taxes (7.5%)
- Reserves (5.9%)
- Counties – GSDL (0.5%)

It is important to note that while debt is a funding source for capital, that debt charges (principal and interest) have an impact on future operating budgets.



ICIP – Investing in Canada Infrastructure Program
OCIF – Ontario Community Infrastructure Fund

The following chart provides a summary of the 2019 budget submission compared to the 2018 budget by department.

Department	2018 Gross Capital	2019 Gross Capital	FUNDING SOURCE						
			GRANTS	COUNTIES	FINANCING	GAS TAX	DCs	RESERVES	TAXATION
Infrastructure Planning	8,348.8	6,980.0	770.0		1,056.5	2,860.0	1,643.5	75.0	575.0
Municipal Works	2,975.0	5,938.0			5,352.4		256.6	175.0	154.0
Transit Services	835.0	1,590.0	1,065.0		525.0				
Waste Management	1,390.0	300.0							300.0
Parks & Recreation Services	1,220.0	3,375.0			2,650.0	50.0	43.8	315.0	316.2
Building and Bylaw	-	50.0							50.0
Financial Services	898.0	-							
Fire Services	60.0	2,990.0			2,568.8		331.2	90.0	
Paramedic Services	1,052.0	660.0						660.0	
Glen Stor Dun Lodge	576.5	399.0		119.7					279.3
Waterfront	126.6	-							
Taxation Subtotal	17,481.9	22,282.0	1,835.0	119.7	12,152.7	2,910.0	2,275.1	1,315.0	1,674.5
2019 Long Term Financial Plan		25,631.0	6,364.0	127.5	7,517.0	2,951.3	-	2,875.3	5,795.8

* This Capital section includes all City departments (excluding Police Services and the Library).

2019 DEPARTMENT SUBMISSION BUDGET SUMMARY

**CAPITAL BUDGET SUMMARY
FOR THE YEAR 2019**

***Please note all figures are in 000s of dollars**

DESCRIPTION	Page #	2018 Gross	2019 Gross	EXTERNAL FUNDING			RESERVES			2019 TAX BASE
				Grants / Other	Counties	Financing	Gas Tax	Development Charges	Specific Reserve	
ROADWAYS & STRUCTURES										
<u>Road Network</u>										
Asphalt Resurfacing on Various City Streets	C-7	3,000.0	3,000.0	770.0			2,140.0			90.0
<u>Transportation Capacity</u>										
Nick Kaneb Dr. Extension - Marleau Ave. to Industrial Park	C-8	1,800.0	1,800.0			156.5		1,643.5		
Lemay St. Upgrades and Extension	C-9	540.0	500.0			500.0				
Traffic Analysis – Brookdale Ave. & Ninth St. Extension	C-10		75.0						75.0	
<u>Intersections</u>										
Centretown - Water St./Montreal Rd Intersections	C-11	67.8	30.0							30.0
<u>Structures</u>										
Culvert Replacement - Fly Creek at Mack Drive	C-12		350.0							350.0
Small Diameter Culvert Replacement	C-13	75.0	75.0							75.0
Bi-Annual Structure Inspections	C-14		30.0							30.0
Structure Improvements - Boundary/CN Overpass		300.0								
Structure Improvements - Water St. Retaining Wall		600.0								
Culvert Replacement - McConnell Ave to South Branch of Raisin River		866.0								
ACTIVE TRANSPORTATION										
Active Transportation (Sidewalk Infrastructure)	C-15	200.0	330.0				330.0			
Active Transportation (Bicycle Infrastructure)	C-16	500.0	390.0				390.0			
TRAFFIC SIGNALS AND STREETLIGHTING										
<u>Traffic Signals</u>										
Traffic Signal Upgrades	C-21	300.0	300.0			300.0				
<u>Street Lighting</u>										
Pole Replacement Program	C-22	100.0	100.0			100.0				
MUNICIPAL WORKS FACILITIES & EQUIPMENT										
<u>MW Equipment</u>										
Municipal Works Fleet Renewal Program	C-25	795.0	654.0			654.0				
<u>MW Yard Redevelopment</u>										
Salt Management Facility	C-26	1,000.0	2,500.0			2,370.6		129.4		
Noise Remediation	C-27		875.0			829.7		45.3		
Standby Power Generator	C-28	30.0	900.0			853.4		46.6		
Employee Parking Lot	C-29		230.0			218.0		12.0		
Design of New Administration Building	C-30		450.0			426.7		23.3		
Rerouting of Utilities		400.0								
<u>MW Facilities</u>										
Parking Lot Rehabilitation - St Columban's	C-31		45.0							45.0
Justice Building Courtyard Repairs	C-32		175.0							
Parking Lot Rehabilitation - Optimist Park	C-33		30.0						175.0	30.0
Woodhouse Museum Repairs	C-34		50.0							50.0
Renovations at Various Municipal Buildings	C-35	160.0	29.0							29.0
Justice Building HVAC Replacement		450.0								
Justice Building Interior Repairs		30.0								
Justice Building HVAC Design		80.0								
Arc Flash Risk Analysis		30.0								
TRANSIT										
Purchase of 2 Conventional Buses	C-40	510.0	1,160.0	846.0		314.0				
Purchase of a Handi-Transit Buses	C-41	250.0	200.0	146.0		54.0				
Transit Cube Van Replacement	C-42		80.0			80.0				
Vehicle Hoist Repair and Safety	C-43		50.0			50.0				
Passenger Counter / Web Applications	C-44		100.0	73.0		27.0				
Video Surveillance Security System		50.0								
Tire Balancer		25.0								
WASTE MANAGEMENT										
Landfill Leachate and Gas Collection Systems Upgrades	C-47	1,290.0	200.0							200.0
Landfill Site - Public Service Area Infrastructure Upgrades	C-48	50.0	40.0							40.0
Waste Management Diversion Review and Program Implementation	C-49	50.0	10.0							10.0
Landfill Expansion / Alternative Disposal ECA	C-50		50.0							50.0
SUMMARY SUBTOTAL (Page 1)		13,548.8	14,808.0	1,835.0	-	6,933.9	2,860.0	1,900.1	250.0	1,029.0

2019 DEPARTMENT SUBMISSION BUDGET SUMMARY

CAPITAL BUDGET SUMMARY
FOR THE YEAR 2019

*Please note all figures are in 000s of dollars

DESCRIPTION	Page #	2018 Gross	2019 Gross	EXTERNAL FUNDING			RESERVES			2019 TAX BASE
				Grants / Other	Counties	Financing	Gas Tax	Development Charges	Specific Reserve	
RECREATION SERVICES										
Facility Upgrades										
Arc Flash Analysis	C-53		125.0						125.0	
Aquatic Centre Ventilation Improvements and UV Disinfection	C-54		500.0			500.0				
Brian Tardif Field Lighting	C-55		85.0							85.0
Brian Tardif Field Netting	C-56		55.0							55.0
Civic Complex and Benson Centre LED Arena Lighting	C-57		550.0			550.0				
Benson Centre Arena Duct Work	C-58		80.0						80.0	
Upgrade Outdoor Pool Filter System	C-59		55.0							55.0
Art Centre Design	C-60		300.0			300.0				
Recreation Master Plan Update	C-61		60.0					43.8		16.2
Civic Complex Floors in Dressing Rooms	C-62	55.0	55.0						55.0	
Civic Complex Arena Spectator Seat Replacement	C-63		55.0						55.0	
King George Park Washroom	C-64	25.0	25.0							25.0
Aquatic Centre Pool Lighting		80.0								
Benson Centre - CN Land Acquisition		230.0								
Civic Complex Parking Lot, Exterior Stairs, and Walkway Improvements		125.0								
Civic Complex Main Concourse Renovations		75.0								
Parks / Playgrounds										
Bikepath Retaining Wall Structure Replacement	C-65		1,000.0			1,000.0				
Emerald Ash Borer	C-66	300.0	300.0			300.0				
Bicycle Path Repairs	C-67	50.0	50.0				50.0			
Docks at RCAF and Guindon Park	C-68	80.0	80.0							80.0
Guindon Park Road Improvements		50.0								
Playground Structure Replacement		120.0								
Arts in the Park Improvements and Art Display Infrastructure		30.0								
BUILDING AND BYLAW										
Software Upgrade - CityView	C-72		50.0							50.0
FINANCIAL SERVICES	C-74									
Upgrade Accounting Systems		90.0								
Microsoft Office Upgrade		40.0								
SharePoint Implementation		355.0								
Corporate Email Replacement		73.0								
Desktop Virtualization		340.0								
FIRE										
Fire Headquarters and Training Centre	C-78		2,900.0			2,568.8		331.2		
Rescue Boat	C-79		90.0						90.0	
Training Centre - Site Preparation		60.0								
CORNWALL SDG PARAMEDIC & EMERGENCY MANAGEMENT SERVICES										
Ambulance Replacement	C-82	783.0	525.0						525.0	
Toughbook Computers	C-83	58.0	58.0						58.0	
Defibrillators	C-84		29.0						29.0	
PAD Program (Defibrillators)	C-85	141.0	17.0						17.0	
PAD Vehicle Replacement	C-86		31.0						31.0	
Automatic CPR Devices		70.0								
GLEN STOR DUN LODGE										
Flooring Replacement - Third Floor	C-89	150.0	100.0		30.0					70.0
Resident Equipment	C-90	65.0	55.0		16.5					38.5
Building Requirements - Various	C-91		48.0		14.4					33.6
Kitchen Equipment	C-92	75.0	50.0		15.0					35.0
Building Requirements - Air Conditioning Units	C-93	15.0	44.0		13.2					30.8
Building Requirements - Elevators	C-94		60.0		18.0					42.0
Building Requirements - Lighting	C-95		42.0		12.6					29.4
Building Requirements - Building Management Upgrades		70.5								
Building Requirements - Exterior		50.0								
Building Requirements - Retaining Wall, Fencing, and Lattice		96.0								
Building Requirements - Furniture		55.0								
WATERFRONT COMMITTEE										
Waterfront Development		80.0								
Way Finding Signage		46.6								
SUMMARY SUBTOTAL (Page 2)		3,933.1	7,474.0	-	119.7	5,218.8	50.0	375.0	1,065.0	645.5
GRAND TOTAL		17,481.9	22,282.0	1,835.0	119.7	12,152.7	2,910.0	2,275.1	1,315.0	1,674.5

2019 CAPITAL SUBMISSION

CAPITAL BY BUSINESS UNIT FOR THE YEAR 2019

*Please note all figures are in 000s of dollars

DESCRIPTION	Page #	2018 GROSS BUDGET	2019 GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			2019 TAX BASE
				GRANTS	FINANCING	DEV. CHARGES	GAS TAX	SPECIFIC RESERVE	
INFRASTRUCTURE PLANNING									
Road Network									
Asphalt Resurfacing on Various City Streets	C-7	3,000.0	3,000.0	770.0			2,140.0		90.0
Transportation Capacity									
Nick Kaneb Dr. Extension - Marleau Ave. to Industrial Park	C-8	1,800.0	1,800.0		156.5	1,643.5			
Lemay St. Upgrades and Extension	C-9	540.0	500.0		500.0				
Traffic Analysis – Brookdale Ave. & Ninth St. Extension	C-10		75.0					75.0	
Intersections									
Centretown - Water St./Montreal Rd Intersections	C-11	67.8	30.0						30.0
Structures									
Culvert Replacement - Fly Creek at Mack Drive	C-12		350.0						350.0
Small Diameter Culvert Replacement	C-13	75.0	75.0						75.0
Bi-Annual Structure Inspections	C-14		30.0						30.0
Structure Improvements - Boundary/CN Overpass		300.0							
Structure Improvements - Water St. Retaining Wall		600.0							
Culvert Replacement - McConnell Ave to South Branch of Raisin River		866.0							
Active Transportation (Sidewalks)	C-15	200.0	330.0				330.0		
Various Locations									
Active Transportation (Bicycle Infrastructure)	C-16	500.0	390.0				390.0		
Various Locations									
Infrastructure Planning		7,948.8	6,580.0	770.0	656.5	1,643.5	2,860.0	75.0	575.0

COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

DESCRIPTION		GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			TAX BASE
			GRANTS	FINANCING	DEV. CHARGES	GAS TAX	SPECIFIC RESERVE	
2018 Council Approved Capital		7,948.8	2,416.3	1,529.0		3,049.8	600.0	353.7
2017 Council Approved Capital		6,312.5	3,495.5			2,222.0	530.0	65.0
2016 Council Approved Capital		6,722.5	1,997.5	1,500.0		2,750.0		475.0

Infrastructure Planning

Project Name: Asphalt Resurfacing on Various City Streets

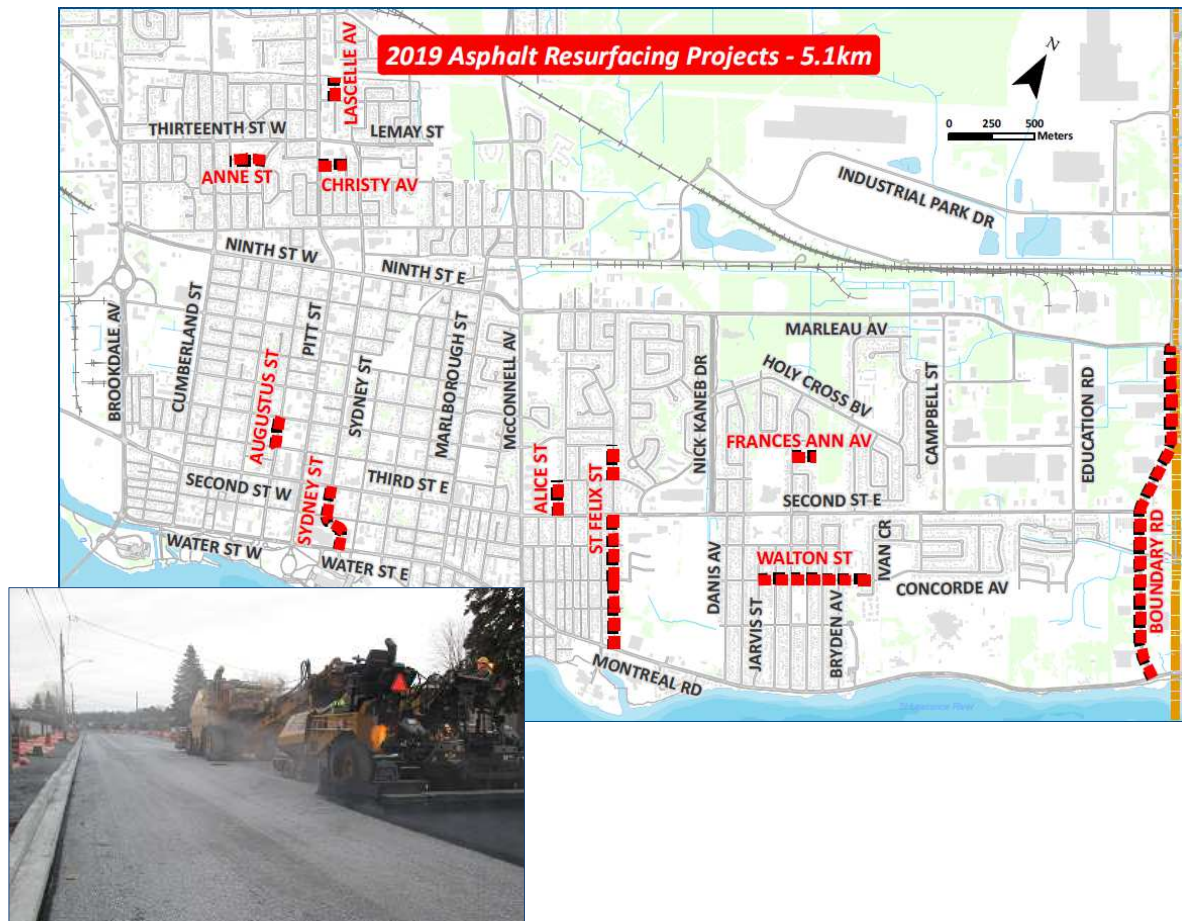
Funding: \$2,140,000 Federal Gas Tax
770,000 OCIF Formula Component
90,000 Tax Base
\$3,000,000

The Asphalt Paving Program reflects the needs which have been established in accordance with the City's Pavement Management System. In addition to those established needs, this program reflects our continued efforts to improve the road network throughout the City integrated with the overall strategy for lineal infrastructure improvements.

Based on MTO pavement design and rehabilitation methods as well as the municipal road evaluation experience of City staff, it is recommended that the following pavement condition rating (PCR) triggers be used in the evaluation and selection of streets for asphalt resurfacing/rehabilitation:

- Arterial Streets: less than 70
- Collector Streets: less than 60
- Local Streets: less than 50

Traffic volumes using Annual Average Daily Traffic (AADT) counts and posted speed limits are also important factors in the consideration for pavement rehabilitation. The City must also be mindful of the Ontario Regulation 239/02 Minimum Maintenance Standards for Municipal Highways and the associated requirements of the varying classification of highways (Class 1 to 6). In addition, comments and recommendations from Municipal Works maintenance personnel, buried infrastructure, as well as public sentiment must also be considered and factored into the decision making for pavement renewal.



Infrastructure Planning

Project Name: Transportation Capacity-Nick Kaneb Dr. Extension - Marleau Ave. to Industrial Park

Funding: \$1,643,500 Development Charges
156,500 Financing
\$1,800,000

The City has undertaken several Environmental Assessments (EA) and construction projects in the east end of the City in order to accommodate increased development and traffic volumes:

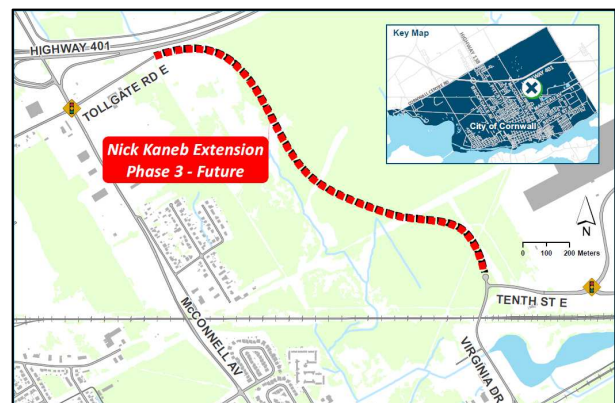
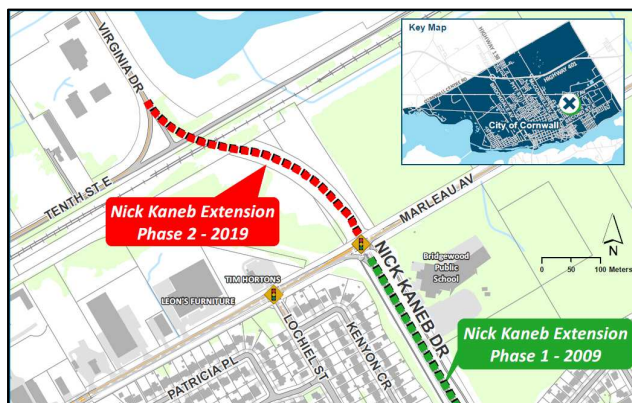
1. Nick Kaneb Dr. Extension from Second St. to Marleau Ave (Construction - 2009).
2. Marleau Ave Widening and Improvements EA from Marlborough St. to Glenview Bl., (EA - 2012).
3. Industrial Park Dr. Extension (Construction - 2012).
4. Cornwall Business Park Transportation Master Plan (EA - 2013).
5. Marleau Ave. widening at Ninth St. (Construction - 2017).

This project will provide for the extension of Nick Kaneb Dr. from Marleau Ave. northerly to the Tenth St./Virginia Dr. intersection (Business Park) and provide an additional north-south link for all modes of travel in the eastern portion of the City.

The EA for this project was undertaken in 2013 and was completed in March 2014. As a part of the consultation process of the EA, stakeholder and public feedback proposed a quick project implementation. The extension will provide critical arterial road relief and redundancy for McConnell Ave./Ninth St. intersection, as well as providing emergency vehicles with an expeditious access to the business park. The traffic warrants on Marleau Ave. and McConnell Ave. have identified this as a key link. This project is also a key link to the Business Park.

The extension of Nick Kaneb Dr. to Tenth St./Virginia Dr. is required prior to the next phases of Marleau Ave. In 2016/2017, Marleau Ave. from Marlborough St. to Alice St. was reconstructed. The reconstruction of Marleau Ave. was to continue easterly as per the EA; however, the extension of Nick Kaneb Dr. must be completed first in order to provide a suitable traffic detour during construction.

In 2018, the City budgeted \$600K of the \$2.4M project. The \$600K previously budgeted was to serve as the municipal component of a Federal/Provincial funding opportunity should such a program become available. As no suitable funding program was available, the City is budgeting the remaining \$1.8M.



Infrastructure Planning

Project Name: Transportation Capacity - Lemay St. Upgrades and Extension

Funding: \$500,000 Financing

The City's Official Plan and 2006 Critical Infrastructure identified the need to extend Lemay St. to provide additional east-west capacity and improve access to Municipal Works Yard on Ontario St.

An Environmental Assessment (EA) to widen Lemay Street, extend Lemay Street easterly to McConnell Ave., and improve the intersections of Lemay St. at both Sydney St. and McConnell Ave., was completed in September 2016. The preferred design selected involved a straight connection between the two sections of Lemay St. as well as cycling lanes and sidewalks. Two intersections will be converted to full access roundabouts: at Thirteenth St. E./Reneal St./Lemay St./Sydney St. and at Lemay St./McConnell Ave.

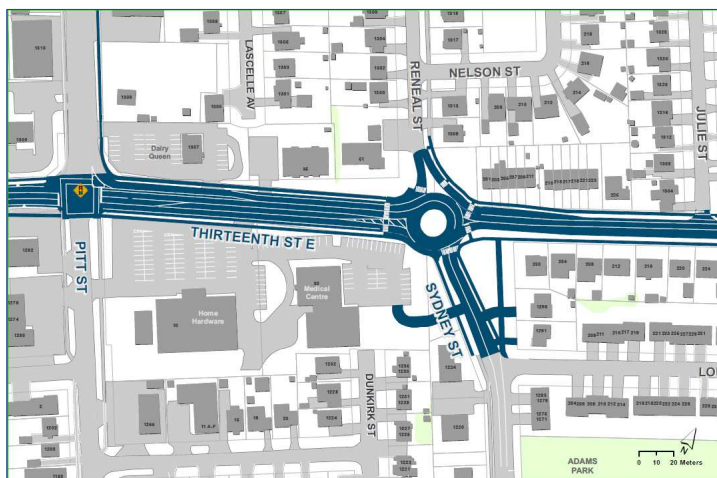
The proposed design satisfied the project's needs and opportunities by improving traffic operations at the intersection of Thirteenth/Lemay St. at Sydney St. and improved the accessibility to the Municipal Works Yard. It also provides residents of Cornwall with more connectivity in the east-west direction, improves emergency response time and enhances connectivity for active transportation with the addition of cycling lanes and sidewalks.



The reconstruction of Lemay St. from St. Michel Ave. to Sydney St. (Phase 1) was completed in 2017. Phase 2 will be completed in 2018/2019, and includes construction of Lemay St. through the proposed road allowance from St. Michel Ave. to the east limits of the Municipal Works Yard. Phase 2 will further accommodate the Municipal Works Yard Redevelopment project, in particular the Salt Storage Shed.

Phase 3 is comprised of the reconstruction of Lemay St. from Pitt St. to Sydney St. which includes the proposed roundabout at the Lemay St./Sydney St./Reneal St./Thirteenth St. intersection. It is currently proposed to fund Phase 3 of Lemay St. over the course of two (2) years beginning in 2019.

The \$500K included in the 2019 Budget would fund the following: 1) Engineering Design Services for both Phase 3 & 4 (incl. roundabouts), 2) Geotechnical Investigations for both Phase 3 & 4, 3) Various minor property acquisitions required for Phase 3, 4) The Right-of-Way land acquisition required for Phase 4, 5) Legal/Survey/Realtor costs associated with the necessary property acquisitions, etc. The remaining \$1.5M required to fund the construction of Phase 3 would be included in the 2020 Budget. Furthermore, the \$500K contribution in 2019, would act as the municipal component of any applicable Federal/Provincial funding should it become available.



Infrastructure Planning

Project Name: Transportation Capacity - Traffic Analysis – Brookdale Ave. & Ninth St. Extension

Funding: \$75,000 Road Infrastructure Reserve

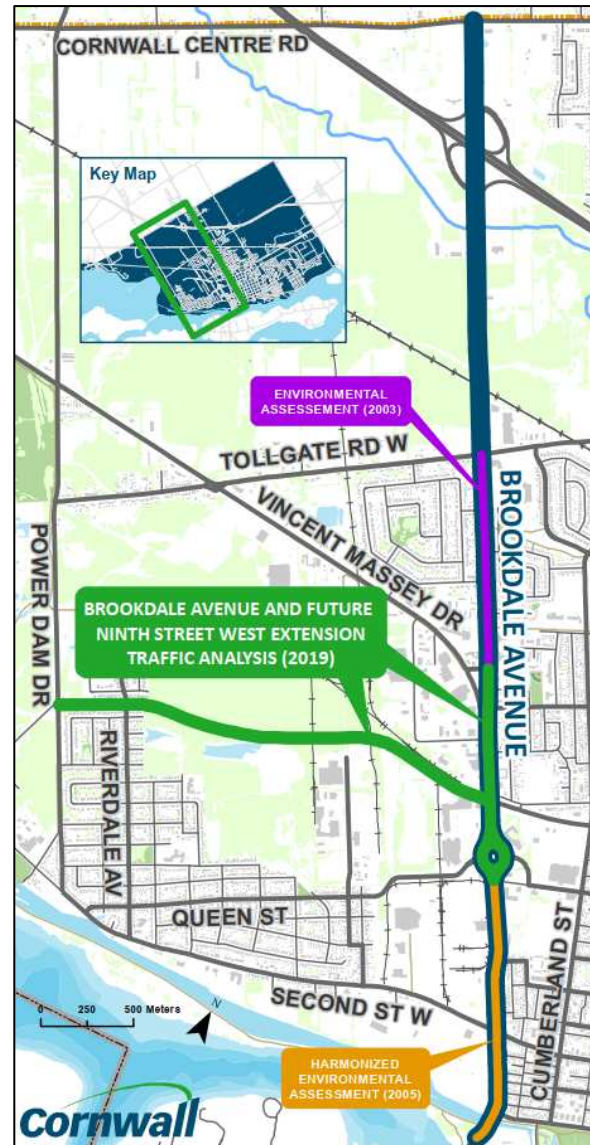
The reconstruction of Brookdale Avenue from Water Street to Seventh Street West was completed in 2016 in partnership between the City of Cornwall and the Federal Bridge Corporation. Additionally, the former North Channel Bridge which connected to Brookdale Avenue near Seventh Street West was demolished in 2014.

The current traffic volumes along Brookdale Avenue are substantial with an average 20,000 vehicles per day and continuing to rise. The traffic volumes along Brookdale Avenue from Seventh Street to Fourteenth Street often meet or exceed the volume of traffic along the Highway 401 corridor adjacent to the City. Furthermore, the asphalt/pavement condition rating (PCR) along the Brookdale Avenue corridor continues to deteriorate, nearing levels which will require substantial investment in the near future.

Prior to the asphalt resurfacing and reconstruction work being completed, a Traffic Analysis for the corridor is proposed in order to assess the existing and future transportation system deficiencies along the corridor. This analysis will also identify the improvements needed to ensure safe and efficient traffic flow. The Traffic Analysis will take into consideration the existing high traffic volumes along Brookdale Avenue as well as evaluate the impacts of future development along the corridor.

The goal of the Traffic Analysis will be to improve the Brookdale Avenue transportation network for vehicles, cyclists and pedestrians. The analysis will take into consideration the concerns of City residents as well as local Brookdale Avenue business and property owners.

Additionally, in order to properly address the Brookdale Ave. corridor, the warrants and impacts of the future Ninth St. W. extension from Brookdale Ave. to Power Dam Dr. must be evaluated. The extension of Ninth St. W. is dependent upon future growth and development in the Riverdale area.



Infrastructure Planning

Project Name: Centretown - Water St./Montreal Rd. Intersections

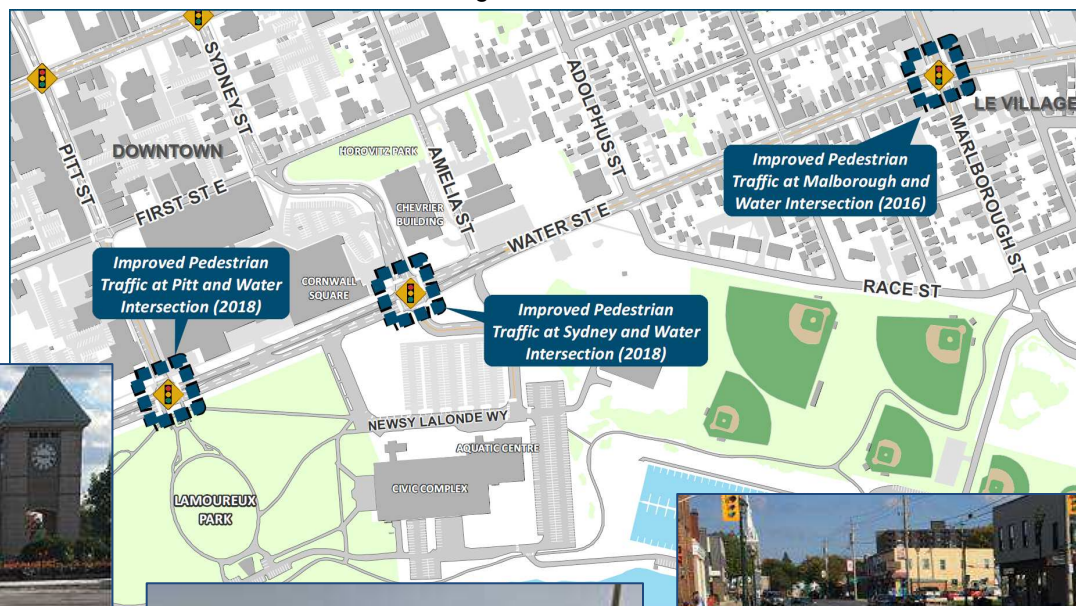
Funding: \$30,000 Tax Base

Heart of the City (HOTC) has initiated a Centretown Streetscape Revitalization Strategy and Implementation Plan, with assistance from EDA Collaboration Inc. together with Sierra Planning and Management. The objective of the plan is to provide aesthetic and functional links between Le Village and The Downtown areas. The concept was finalized in late 2012, with additional design developed during the summers of 2013 and 2014. The project was awarded as a co-winner of The Active Mobility and Complete Streets category at the 51st International Making Cities Liveable conference in Portland, Oregon, in June 2014.

The plan addressed intersection upgrades, sidewalk continuity, parking, lighting, streetscaping elements, landscaping and 'gateway' treatments, primarily along the Water St./Montreal Rd. corridor. It is expected that upgrades will be coordinated with City initiated capital projects. The plan was endorsed by PAC at the November 26th, 2012, meeting.

Inclusion of this project in the 2019 budget is for the purpose of establishing funding over a period of years for the installation of brick pavers at crosswalks as Water St. continues to be resurfaced and reconstructed.

In 2018, the City utilized the accumulated funds in the account to fund the crosswalks installed at the Water St./Pitt St. and Water St./Sydney St. intersections. In 2019, the City will continue to contribute to this account in order to fund future crosswalks along Water St./Montreal Rd.



Water St. & Pitt St.



Water St. & Sydney St.



Water St. & Marlborough St.

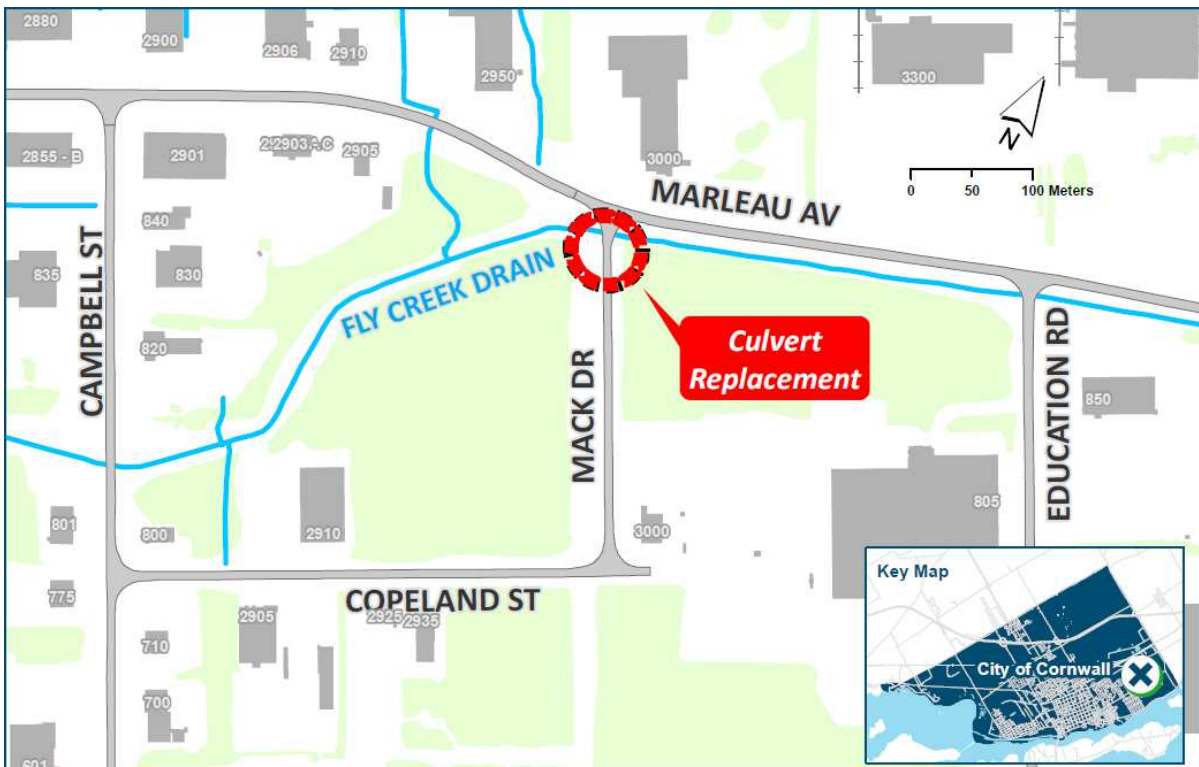
Infrastructure Planning

Project Name: Culvert Replacement - Fly Creek at Mack Drive

Funding: \$350,000 Tax Base

The bi-annual structure inspections are undertaken to evaluate the condition of bridges, large culverts, and retaining walls. The Fly Creek at Mack Drive culvert, identified as Structure B16 in the 2017 OSIM report, consists of a 3.6m X 2.2m Steel Plate Corrugated Steel Pipe (SPCSP) culvert which was installed in 1980. The 2017 OSIM inspections identified that the culvert has severe perforations in the barrel and has reached the end of its lifespan; therefore, immediate replacement is required.

The Fly Creek at Mack Drive Culvert Replacement project includes: the removal of the existing large diameter SPCSP culvert and guide rail system, installation of a suitably sized concrete box culvert, the restoration of the embankments, the reinstatement of the roadway and the installation of an approved guiderail system.



Infrastructure Planning

Project Name: Small Diameter Culvert Replacement

Funding: \$75,000 Tax Base

The City has several locations in which small diameter Corrugated Steel Pipe (CSP) culverts, ranging from 400mm diameter to 900mm diameter, are in need of replacement.

These culverts are typically located in road corridors that have been constructed to rural road standards with roadside ditches and culverts. The replacement of these culverts will occur in various locations throughout the City.

The small diameter culvert replacement priorities are as follows:

1. 900mm diameter CSP culvert – Second St. E. between Anderson Dr. & Billington Dr.
2. 600mm diameter CSP culvert – Loyalist St. between Campbell St. & Education Rd.
3. 900mm diameter CSP culvert – Service Rd. between McConnell Av. & Boundary Rd.
4. 600mm diameter CSP culvert – Cornwall Centre Rd. between Brookdale Av. & Northdale Dr.



Infrastructure Planning

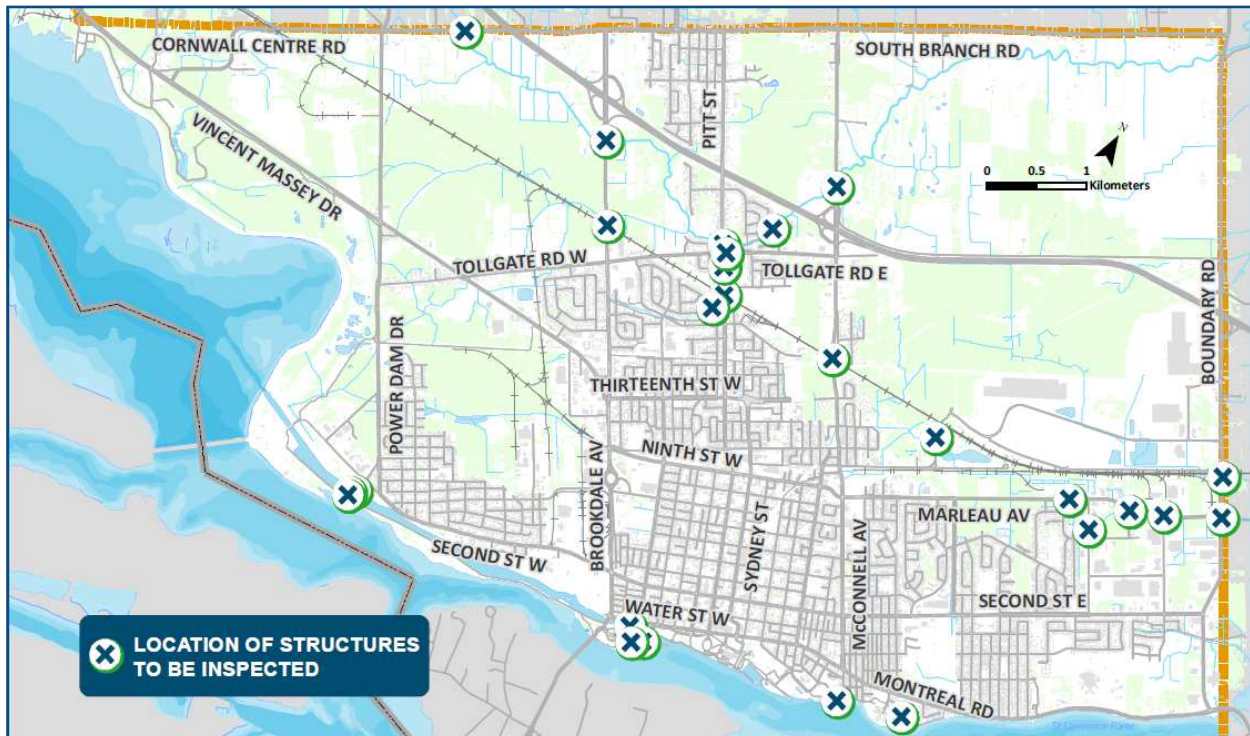
Project Name: Bi-Annual Structure Inspections

Funding: \$30,000 Tax Base

The City is required to complete bi-annual structural inspections of bridges, large culverts, retaining walls as well as other structures. The structural inspections must be completed in accordance with the Ontario Structure Inspection Manual (OSIM), published by the Ministry of Transportation (O. Reg. 161/02, s.2(2)).

A visual inspection of all City structures is completed in order to assess the condition and structural integrity of each structure. The consulting Engineer provides the City with a detailed inspection report for each structure complete with recommendations following the inspections. The OSIM report(s) form a component of the City's Asset Management Plan.

The last OSIM inspection was completed in 2017; therefore, an inspection is required in 2019 as per MTO guidelines.



Infrastructure Planning

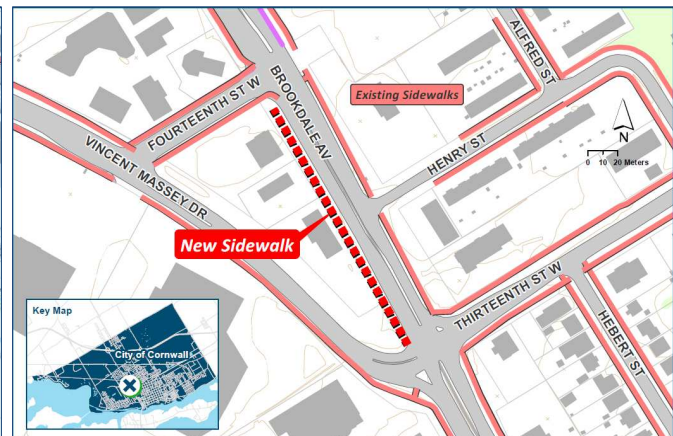
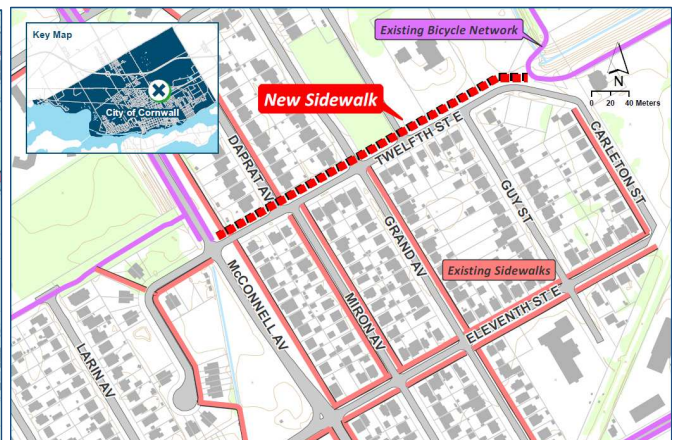
Project Name: Active Transportation – Sidewalk Infrastructure

Funding: \$330,000 Gas Tax

The Bicycle and Pedestrian Master Plan completed by IBI and the City in 2010 recommended an annual investment in Active Transportation projects, such as Bicycle and Pedestrian related infrastructure. Stakeholders such as Transitions Cornwall + and the active lifestyle groups have supported the implementation of this plan.

The sidewalk construction candidates in 2019 are along the following streets:

- New Sidewalk – First St. from Leonia St. to Dunbar Ave. (\$50,000)
- New Sidewalk – Twelfth St. E. from McConnell Ave. to Bike Path (\$130,000)
- New Sidewalk – Eleventh St. E. from Larin Ave. to McConnell Ave. (\$60,000)
- New Sidewalk – Brookdale Ave. from Thirteenth St. W. to Fourteenth St. W. (\$90,000)



Infrastructure Planning

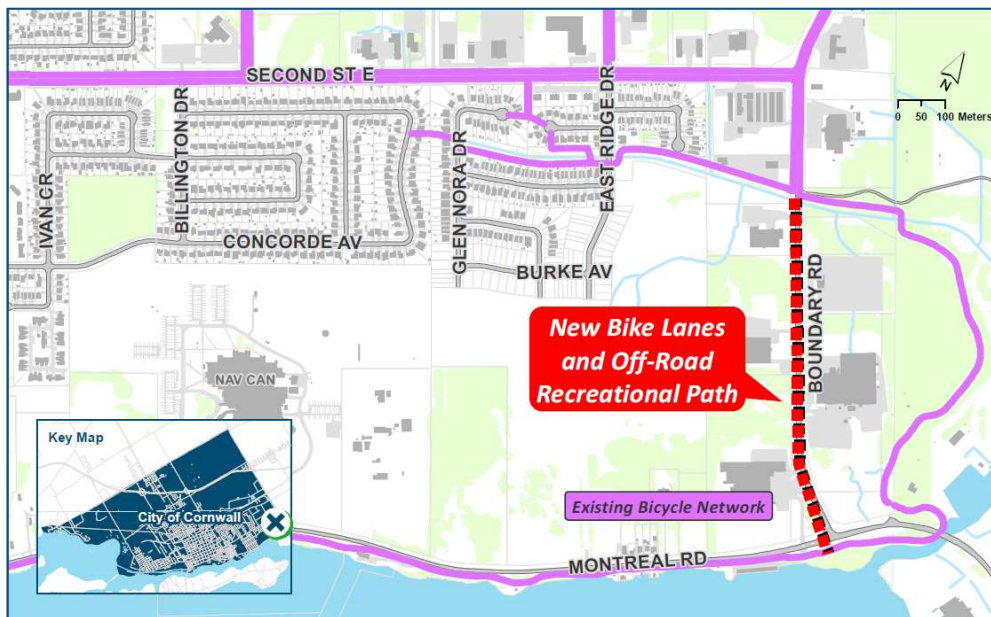
Project Name: Active Transportation - Bicycle Infrastructure

Funding: \$390,000 Gas Tax

The Bicycle and Pedestrian Master Plan completed by IBI and the City in 2010 recommended an annual investment in Active Transportation projects, such as Bicycle and Pedestrian related infrastructure. Stakeholders such as Transitions Cornwall + and the active lifestyle groups have supported the implementation of this plan.

The bicycle infrastructure projects planned for 2019 are:

New Bike Lanes & Off-Road Bike Path - Boundary Rd. from Montreal Rd. to Fly Creek (\$140,000)



New Bike Lanes - Tollgate Rd. from Pitt St. to Brookdale Ave. (\$250,000)



2019 TEN YEAR CAPITAL FORECAST

CAPITAL FORECAST FOR THE YEARS 2019 - 2028

ROADWAYS AND STRUCTURES

LOCATION	FROM	TO	EXPENDITURE									
			2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
ROAD NETWORK												
1 Asphalt Resurfacing on Various City Streets	Various Locations	Eleventh St.	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
2 Marlborough	Ninth St.				1,500	300						
3 Transportation Master Plan					150							
4 Bicycle and Pedestrian Master Plan												
TRANSPORTATION CAPACITY												
1 Marleau Ave/Ninth St. Upgrade - Stg 1	Marlborough	Alice St.										
- 904 Marleau (\$175)												
- Sister's property (\$40)												
- 550 Ninth (\$450)												
- SCF Project Share (\$835)												
2 Nick Kaneb Dr Extension	Marleau	Industrial Park	1,800									
3 Marleau Ave Reconstruction - Stg 2	Alice	Nick Kaneb			2,000	2,000	700					
4 Marleau Ave Reconstruction - Stg 3	Nick Kaneb	Campbell						2,000	2,000			
5 Lemay St. Upgrades & Extension - Stg 1	Sydney	St Michel										
6 Lemay St. Upgrades & Extension - Stg 2	Municipal Works Yard	East Limit										
7 Lemay St. Upgrades & Extension - Stg 3	Pitt	Sydney	500	1,500								
8 Lemay St. Upgrades & Extension - Stg 4	East Limit	McConnell			2,000							
9 Brookdale Ave/CN - Connect. Link EA	Tollgate Rd.	Cnwl Ctr Rd			200	10,000	10,000					
10 Pitt St. Widening & Env. Assessment	Thirteenth St.	Tollgate Rd.	75		250	300	3,000				5,000	
11 Traffic Analysis – Brookdale Ave. & Ninth St Extension												
12 Brookdale Traffic Circle												
INTERSECTIONS												
1 Centretown - Water St/Montreal Rd Intersections			30	30	30	30	30					
STRUCTURES												
1 Structure Improvements - Brookdale/CN Overpass					2,400	2,400	2,400					
2 Boundary / CNR - EA / Land for Overpass / Construction												
3 Retaining Walls at Glen Stor Dun Lodge												
4 Culvert Replacement - Fly Creek at Mack Drive			350									
5 Boals Drain at Benny Avenue (B9)				364								
6 Lock 19 (North Segment) (B21)				380								
7 Lock 19 (Mid Segment) (B22)						150						
8 Fly Creek at Education Road (B17)			75	75	75	75	388	75	75	75	75	75
9 Small Diameter Culvert Replacement								250	250	250	250	250
10 Structure Rehab			30		30		30		30		30	
11 Bi-annual Structure Inspections												
ACTIVE TRANSPORTATION (Bicycle & Sidewalk Infrastructure)												
- Bicycle Infrastructure (SEE APPENDIX "A" FOR LIST)			390	280	306	310	275	350	300	360	450	500
- Sidewalks (SEE APPENDIX "B" FOR LIST)			330	285	367	255	203	224	250	250	250	250
ROADWAYS AND STRUCTURES SUBTOTAL			6,580	5,914	12,308	18,820	20,101	5,899	5,905	3,935	9,055	4,075

2019 TEN YEAR CAPITAL FORECAST

CAPITAL FORECAST FOR THE YEARS 2019 - 2028

ACTIVE TRANSPORTATION (Bicycle Infrastructure) "APPENDIX A"

		EXPENDITURE												
	LOCATION	SIDE	FROM	TO	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
1	Boundary Rd.	one	Fly Creek	Montreal Rd.	140									
2	Tollgate Rd	both	Pitt St.	Brookdale Ave.	250									
3	Education	both	Marleau Ave.	Second St. East		140								
4	Power Dam	both	Tollgate Rd.	Vincent Massey Dr.		80								
5	Power Dam	both	Tollgate Rd.	Bike path xing		60								
6	Brookdale Ave	both	Tollgate Rd.	Cornwall Centre Rd.			200							
7	Tollgate Rd	both	Vincent Massey	Power Dam Dr.			106							
8	Vincent Massey	both	Cornwall Centre Rd.	Power Dam Dr.				310						
9	Vincent Massey	both	City Limits	Cornwall Centre Rd.					225					
10	Twelfth St.	one	Paul St	McConnell Ave.					50					
11	South Branch	both	McConnell Ave.	City limits						320				
12	Haulage Rd	both	Power Dam Dr.	Second St. East						30				
13	Power Dam	both	Vincent Massey	Cornwall Centre Rd							300			
14	Second ST. East (widening)	both	Nick Kaneb	McConnell Ave.								360		
15	Pitt St. (widening curbs)	both	Tollgate Rd.	Thirteenth St.									450	
16	TBD													500
BICYCLE INFRASTRUCTURE SUBTOTAL					390	280	306	310	275	350	300	360	450	500

APPENDIX 'A'

2019 TEN YEAR CAPITAL FORECAST

CAPITAL FORECAST FOR THE YEARS 2019 - 2028

ACTIVE TRANSPORTATION (Sidewalk Infrastructure) "APPENDIX B"

LOCATION		SIDE	FROM	TO	EXPENDITURE									
					2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
1	First St.	N	Leonia St	Dunbar Ave.	50									
2	Twelfth	N	McConnell Ave	Bike Path	130									
3	Eleventh	N	Larin	McConnell	60									
4	Brookdale	W	Thirteenth St W	Fourteenth St W	90									
5	Balmoral / Station Rd.	N&W	Pitt St.	CNR Station		50								
6	Joyce St.	N	Surgenor	Boyd		25								
7	Joyce St.	E	Boyd	Dover Rd.		90								
8	Surgenor St.	E	Charles St.	Boyd		35								
9	Joyce St.	N	Pescod	Surgenor		45								
10	Joyce St.	N	Riverdale Ave.	Pescod		40								
11	First St.	N	Lefebvre Ave	Leonia St			100							
12	Tenth	N	Sydney St.	Adolphus			85							
13	Adolphus	W	Eleventh	Tenth			45							
14	Hoople St.	one	Leonard Ave.	Queen St.			35							
15	Tollgate Rd.	one	Vincent Massey	Power Dam			102							
16	Cline Ave.	one	Cumberland St.	Meadowvale Cres				50						
17	Meadowvale Cres	N	Cline Ave.	Brookdale Ave				55						
18	Cobble Hill	N	Brookdale	Meadowvale Cres				20						
19	Ross Ave.	N	Cornwall Centre Rd	McKenzie St.				130						
20	Westmoreland Ave.	one	Second St.	Dover Rd.					56					
21	McKenzie St.	one	Ross Ave.	Pitt St.					47	24				
22	Third St.	S	Sydney St.	Amelia St.					100	200	250	250	250	250
23	TBD													
SIDEWALKS SUBTOTAL					330	285	367	255	203	224	250	250	250	250

APPENDIX "B"

2019 CAPITAL SUBMISSION

CAPITAL BY BUSINESS UNIT FOR THE YEAR 2019

*Please note all figures are in 000s of dollars

DESCRIPTION	Page #	2018 GROSS BUDGET	2019 GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			2019 TAX BASE
				GRANTS	FINANCING	DEV. CHARGES	GAS TAX	SPECIFIC RESERVE	
TRAFFIC SIGNALS Traffic Signal Upgrades - Sydney St. and Fourth St. E. - Pitt St. and Ninth St. E.	C-21	300.0	300.0		300.0				
STREETLIGHTING Pole Replacement Program	C-22	100.0	100.0		100.0				
TRAFFIC SIGNALS AND STREETLIGHTING		400.0	400.0	-	400.0	-	-	-	-

COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

DESCRIPTION		GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			TAX BASE
			GRANTS	FINANCING	DEV. CHARGES	GAS TAX	SPECIFIC RESERVE	
2018 Council Approved Capital		400.0		400.0				
2017 Council Approved Capital		400.0				350.0		50.0
2016 Council Approved Capital		555.0				155.0		400.0

Municipal Works – Roads Division

Project Name: Traffic Signal Upgrades

Funding: \$300,000 Financing

The City currently operates and maintains 69 existing traffic signal locations. The City is mandated to comply with Provincial minimum maintenance standard legislation for traffic signals. With proper maintenance, the average life expectancy of City traffic signals is typically 30 years before requiring complete replacement.

The proposed project includes upgrades to existing traffic signals at two intersections which will address aging and non-conforming infrastructure. Older intersections/traffic signals require upgrades and need to be updated to meet current standards in order to reduce the risk of failure.

For 2019, the following intersections are proposed:

- Sydney St. and Fourth St. E. (\$135,000)
- Pitt St. and Ninth St. E. (\$165,000)

The proposed traffic signal upgrade at Sydney St. and Fourth St. E. would be completed in conjunction with the Sydney St. Reconstruction project from Water St. E. to Fourth St. E. which was included in the 2019 Water & Sewer budget (Second St. E. to Fourth St. E.) and the 2019 Asphalt Resurfacing budget (Water St. E. to Second St. E.).



Municipal Works – Roads Division

Project Name: Pole Replacement Program

Funding: \$100,000 Financing

The City undertakes a street light condition assessment on a bi-annual basis which provides an overall condition grade of street light poles. Furthermore, the condition assessment identifies deficiencies and establishes priorities for pole replacements.

Several City street light poles are aging and cracking, posing a significant potential liability to the City. This capital project targets the replacement of poles that are cracking and/or no longer structurally sound.

In 2018, the City replaced 22 poles along Vincent Massey Drive between Tollgate Road W and Power Dam Drive. In 2019, the City will replace the remaining 11 poles. The proposed pole replacements for will complete the project along Vincent Massey Dr.

Any remaining funds from the 2019 Pole Replacement Budget will be used for other various locations throughout the City.

The City owns and maintains approximately 1,400 streetlight poles throughout the City.



2019 TEN YEAR CAPITAL FORECAST

CAPITAL FORECAST FOR THE YEARS 2019 - 2028

TRAFFIC SIGNALS AND STREETLIGHTING

LOCATION	FROM	TO	EXPENDITURE										
			2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	
TRAFFIC SIGNALS													
1 Traffic Signal Upgrades:			135	300	300	300	300	300	300	300	300	300	300
- Sydney St. and Fourth St.			165										
- Pitt St. and Ninth St. E.													
STREETLIGHTING													
1 Pole Replacement Program	various		100	100	50	50	50	50	50	50	50	50	50
2 Montreal Road/Conduits	Alice	Marlborough	125	125	125	125							
3 Street System Upgrade													
TRAFFIC SIGNALS AND STREETLIGHTING SUBTOTAL			400	525	475	475	350	350	350	350	350	350	350

2019 CAPITAL SUBMISSION

CAPITAL BY BUSINESS UNIT FOR THE YEAR 2019

*Please note all figures are in 000s of dollars

DESCRIPTION	Page #	2018 GROSS BUDGET	2019 GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			2019 TAX BASE
				GRANTS	FINANCING	DEV. CHARGES	GAS TAX	SPECIFIC RESERVE	
MW Equipment									
Municipal Works Fleet Renewal Program	C-25	795.0	654.0		654.0				
MW Yard Redevelopment									
Salt Management Facility	C-26	1,000.0	2,500.0		2,370.6	129.4			
Noise Remediation	C-27		875.0		829.7	45.3			
Standby Power Generator	C-28	30.0	900.0		853.4	46.6			
Employee Parking Lot	C-29		230.0		218.0	12.0			
Design of New Administration Building	C-30		450.0		426.7	23.3			
Rerouting of Utilities		400.0							
MW Facilities									
Parking Lot Rehabilitation - St Columban's	C-31		45.0						45.0
Justice Building Courtyard Repairs	C-32		175.0					175.0	
Parking Lot Rehabilitation - Optimist Park	C-33		30.0						30.0
Woodhouse Museum Repairs	C-34		50.0						50.0
Renovations at Various Municipal Buildings	C-35	160.0	29.0						29.0
Justice Building HVAC Replacement		450.0							
Justice Building HVAC Design		80.0							
Justice Building Interior Repairs		30.0							
Arc Flash Risk Analysis		30.0							
MW Facilities		2,975.0	5,938.0	0.0	5,352.4	256.6	0.0	175.0	154.0

DESCRIPTION	Page #	2018 GROSS BUDGET	2019 GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			2019 TAX BASE
				GRANTS	FINANCING	DEV. CHARGES	GAS TAX	SPECIFIC RESERVE	
For Council Consideration									
Locomotive Refurbishment Plan	C-36		152.0					152.0	

COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

DESCRIPTION		GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			TAX BASE
			GRANTS	FINANCING	DEV. CHARGES	GAS TAX	SPECIFIC RESERVE	
2018 Council Approved Capital		2,975.0		2,225.0			697.0	53.0
2017 Council Approved Capital		2,526.0		1,796.0			560.0	170.0
2016 Council Approved Capital		1,738.0		1,293.0			360.0	85.0

Municipal Works Division

Project Name: Municipal Works Fleet Renewal Program

Funding: \$654,000 Financing

The Municipal Works (MW) Division maintains a Ten Year plan for the replacement of approximately 300 corporate vehicle and equipment units. The replacement strategy is to sustain a high level of reliability on the most critical pieces of equipment; such as, snow plough trucks, pay loaders, sidewalk snow clearing machines (articulating tractors), and service trucks. In general, proper planning dictates to replace vehicles and equipment at the most opportune time, considering both its reliability and its residual value.

Specifications for replacement of vehicles and equipment are developed with participation from various department representatives to ensure the departmental needs are accurately met.



The following equipment is to be replaced in 2019:

- Unit #2 - \$28,000 budgeted to replace a 2006 small car (which will be disposed) and replaced with a pick-up truck to be utilized by Parks & Landscaping.
- Unit #20 - \$30,000 budgeted to replace a 2012 small car with a mini-van to be utilized by City Clerks office for mail delivery and other corporate multi-use purposes. The 2012 small car will not be disposed at this point, but will be repurposed for use by the Senior Weed Inspector at Parks & Landscape. This will eliminate the need for a short-term lease vehicle.
- Unit #81 - \$45,000 budgeted to replace a 2008 Service Truck utilized by the Public Property section.
- Unit #100 - \$87,000 budgeted to replace a 2010 five tonne multi-use truck utilized by MW for curb and sidewalk cement work, towing of asphalt transporter (trailer mounted unit with asphalt hot box used for pot hole patching) and salt spreading of municipal parking lots.
- Unit #161 - \$275,000 budgeted to replace a 2009 Plow Truck w/attachments utilized by the Roads Section.
- Unit #456 - \$145,000 budgeted to replace a 2001 Articulating Tractor w/attachments utilized by MW during the winter for sidewalk snow clearing.
- Unit #979 - \$7,000 budgeted to replace a 1991 Equipment Trailer utilized by MW to transport duel drum compacting roller.
- Unit #988 - \$10,000 budgeted to replace a 2004 Equipment Trailer utilized by Parks & Landscaping as a multi use trailer.
- Unit #989 - \$12,000 budgeted to replace a 2004 Packer Trailer utilized by MW crews to transport two large one tonne packers to and from roadway and boulevard restoration and repair areas.
- Unit #991 - \$15,000 budgeted to replace a 2006 Pavement Roller Trailer utilized to transport a ride-on pavement roller to and from pavement repair areas.

Municipal Works Division

Project Name: Municipal Works Yard Redevelopment - Salt Management Facility

Funding: \$2,370,600 Financing
129,400 Development Charges
\$2,500,000

The Municipal Works (MW) Yard Redevelopment Environmental Assessment (EA) completed in 2016 has proposed a multi-year project to reconfigure and reconstruct all of the MW Yard facilities in order to meet the City's municipal works service requirements for the foreseeable fifty-year growth period. The estimated total budget of \$32 million for the MW Yard Redevelopment Plan (2018 – 2025) has been endorsed by Council and accounted for within the City's Long Term Financial Plan.



The EA also makes reference to the City's 2009 Salt Management Plan (SMP). As a consequence of severely inadequate storage capacity, road salt is ordered and delivered in 400 tonne increments throughout the winter control season. Salt is delivered by 40 tonne transport trucks from depots located in Morrisburg and/or Prescott. The delivery process is inefficient and precarious as reorders for replenishment of salt stock most often occur during a snowfall and/or freezing rain event when stocks are being depleted by MW de-icing operations. In order to ensure that salt is available to meet the demand during a winter event, travel is often risky for the trucks delivering the salt. Additionally, MW equipment is diverted away from addressing the winter event in order to push salt into the existing salt sheds.

In terms of replacement classification, the EA has categorized the two existing salt storage sheds as "critical" recommending that they be replaced as soon as feasibly possible. The SMP indicates that the City's salt storage facilities are undersized and open to the elements. The existing facilities are inadequate for the current and future operations and leads to excessive salt use and inefficient operations. Salt is delivered and unloaded outdoors and then pushed into the storage sheds. Furthermore, salt spreaders are all loaded outdoors. Both of these handling activities result in salt loss (airborne salt dust and spillage) into the environment where it could negatively impact vegetation, ground water and surface water.

Construction of a new modern Salt Management Facility (SMF) with a storage capacity of 6,000 tonnes would allow delivery and storage of enough road salt to address an entire winter season. All salt would be delivered within a two week period in early Fall, well before Winter events commence. Such a facility would allow the City to comply with current environmental standards as well as all SMP recommendations. In addition, the salt would stored in a much dryer condition (having not have been exposed to unfavourable weather causing clumping of salt). This is conducive to salt spreading operations, as the dry salt spreads without clumps and thus reduces waste.

As part of the 2017 Capital Budget, Council approved the commissioning of an engineering consultant to provide design and building supervision associated with the construction of a new modern SMF. An artist rendition of the proposed SMF is shown above. As part of the 2018 Capital Budget, Council approved \$1,000,000 for the construction of the new SMF. As design of the SMF progressed, the discovery of extremely poor geotechnical conditions has dictated that an extraordinary foundation system would need to be constructed to support the salt load.

The additional cost for the proposed foundation is estimated at \$2.5 Million. Administration has obtained second opinions regarding geotechnical and foundation design from a third party engineering firm. All information has concluded that proceeding with the construction of the SMF as designed, in its current location, is considered to be in the best interest of the municipality over the long term.

Upon approval, it proposed to construct the new SMF in late summer of 2019 in order to accept road salt stock in time for the 2019/2020 winter season.

Municipal Works Division

Project Name: Municipal Works Yard Redevelopment - Noise Remediation

Funding: \$829,700 Financing
45,300 Development Charges
\$875,000

As part of the Municipal Works (MW) Yard Redevelopment Plan, a noise remediation solution is included in the 2019 Budget Submission. With regard to the impact of noise generated by operations within the MW yard on surrounding neighbourhoods, the City was essentially grandfathered from attenuation requirements. As a result, there are no barriers to mitigate noise emanating from within the yard. However, with the advent of the reconstruction of yard facilities, it became necessary to conduct an assessment to review the impact of noise from within the yard on adjacent residential properties. The study was conducted utilizing Ministry of Environment, Conservation & Parks (MOECP) guidelines.

Study results have recommended that an acoustic barrier be constructed around the MW yard to mitigate noise generated by MW yard operations. Construction of such a barrier, supported by the written conclusions of the noise study report, would serve to eliminate any potential claims regarding operational noise generated from within the yard.

The recommended composition and height of the proposed barrier would serve to mitigate noise impact to recommended levels as per MOECP guidelines. The barrier would also serve to reduce the affects of night lighting and screen MW operations from local neighborhoods. It would also provide a security barrier for the MW yard. The outside finish of such a barrier would be aesthetically pleasing in order to appease residents of immediately adjacent properties. It is recommended the barrier be a modular concrete composite construction similar to the noise remediation barrier wall on the east side of Brookdale Avenue.

Design of the recommended barrier wall has been completed, with intention construction of the first 660 meters in 2019. Extremely poor geotechnical conditions dictate that the wall shall be built on a concrete support base. Consequently, this substantially increases the overall estimated cost of construction.

If approved, it is anticipated that construction would commence in the summer of 2019.



Municipal Works Division

Project Name: Municipal Works Yard Redevelopment - Standby Power Generator

Funding: \$853,400 Financing
46,600 Development Charges
\$900,000

As part of the Municipal Works (MW) Yard Redevelopment Plan, it is necessary to provide a new standby power generator which would have the capacity to power all existing and future MW facilities in the event of a power outage.

The existing standby generator only has capacity to provide electrical power to the existing administrative building and two ancillary buildings. In the event of a power outage, the current contingency plan requires that all other MW facilities (including the fueling station and MW garage) be powered by a portable, municipally-owned, generator. However, in a recent exercise, it was determined that the aging generator did not have the capacity to meet the load demand necessary to power the remaining facilities. In the event of a power outage, it is imperative to ensure that all MW facilities are fully operational in order to appropriately respond to critical service demands or meet the demands of an emergency management event in an expeditious manner. Accordingly, it is recommended to proceed with the proposed acquisition and installation of a new standby generator.

Funding was approved as part of the 2018 budget for the design of the unit. Design of this unit is nearing completion. The generator would be appropriately sized to supply electrical power to all of the current and future facilities encompassed within the MW yard.

Subject to approval, it is proposed to prepare the designated site, purchase, install and commission the unit in the summer of 2019.



Municipal Works Division

Project Name: Municipal Works Yard Redevelopment - Employee Parking Lot

Funding: \$218,000 Financing
 12,000 Development Charges
 \$230,000

As part of the Municipal Works (MW) Yard Redevelopment Plan, it is necessary to construct a new employee parking lot. The parking lot is required at this stage in order to provide employee parking in the immediate future to accommodate reconstruction activities in the yard. For example, construction work is scheduled to install new underground water, sewer and utility (gas, electrical, communications) infrastructure necessary to service future requirements of the new MW yard reconfiguration. This work will displace the existing parking area for an extensive period of time. Additionally, the proposed installation of the new standby generator designed to power the future MW yard facilities is also scheduled in 2019 and will permanently occupy space currently designated for parking. The proposed construction of the new Administration Building in 2020 will again permanently occupy space now designated for parking. In subsequent years, reconstruction and reconfiguration stages will eventually utilize the current parking area. Accordingly, providing employee parking in the proposed new parking lot will eliminate any interference with future construction activity.

It is proposed that the new employee parking lot will be constructed on vacant municipal property located on the south side of Twelfth Street immediately adjacent to the MW Yard. Design work has been completed for the proposed parking lot. The parking lot has been designed with 105 parking stalls which is sufficient to accommodate the parking needs of current (and future projected) staff as well as visitors.

It is proposed that the parking lot have an asphalt surface with concrete curbing around the outer edges complete with appropriate drainage infrastructure. A grassed buffer zone on three sides will serve to distance the parking lot from the surrounding residential homes. Within the buffer zone, a wooden fence will be installed just inside property line to serve as a screening mechanism and noise remediation. The parking lot is designed with lighting which will be un-intrusive to surrounding residential homes.



Municipal Works Division

Project Name: Municipal Works Yard Redevelopment – Design of New Administration Building

Funding: \$426,700 Financing
23,300 Development Charges
\$450,000

As part of the Municipal Works (MW) Yard Redevelopment Plan, the design of a new administration building is included in the 2019 Budget Submission. The current Administration Building was constructed in 1964. Over the life of this asset, numerous minor modifications, repairs and upgrades have given the 55 year old building the appearance of a well maintained structure. However, the actual superstructure has shifted due to continuing foundation settlement, causing cracks in the walls and floors. There is asbestos content in wall and ceiling insulation, pipe insulation and floor tiles. Asbestos is considered safe when not disturbed; however, when disturbance is required, it results in extremely expensive exposure prevention procedures. There is insufficient insulation within the walls and the ceilings resulting in excessive HVAC (heating, ventilation and air conditioning) energy usage. The HVAC systems themselves are outdated and considered extremely energy inefficient (this is exacerbated by poor building insulation) and are unable to produce enough heat on extremely cold days. Furthermore, the building does not meet accessibility standards.

In 2016, the Corporation was mandated by the Province to commission a consultant with expertise in conducting building condition assessments (BCA) and developing asset management plans, in order to prepare a comprehensive Asset Management Plan for the municipality according to Provincial guidelines. The consultant who was selected for the work, Facility Condition Assessment Portfolio Experts (FCAPX), conducted BCAs for all 96 of the Corporation's buildings. The BCA for the Administration Building identified \$230,000 in deficiencies which would need to be addressed within a five year period.

Another factor supporting the construction of a new Administrative Building is the insufficient amount of office space. Contingencies would be incorporated in a new Administration building to accommodate the current complement as well and projected future staffing levels.

The original EA redevelopment schedule called for the construction of a new 1,200 square meter administration building before 2027 with an estimated value of \$3,000,000. However, as part of the ongoing review of the plan, it is recommended that the reconstruction sequencing move the new administration building to 2020 in order to facilitate construction of other buildings, primarily the new Municipal Works garage scheduled for construction in 2022.



Accordingly, funding is required to commission an architectural firm to provide design and construction supervision services for the construction of the new administration building. Design would be completed in 2019, while construction would be scheduled to commence in 2020. The construction contract for the new administration building would include a provision for the demolition of the existing structure.

Municipal Works Division

Project Name: Parking Lot Rehabilitation - St. Columban's

Funding: \$45,000 Tax Base

For the past 10 years, the City has leased 34 parking lot stalls from St. Columban's Church to accommodate overflow parking for Justice Building, Fire Hall and City Hall users. A number of leases had been negotiated whereby, in exchange for provision of the parking stalls, the City would rehabilitated a portion of the parking lot. The rehabilitation process includes: removing the deteriorated asphalt surface, removing the inadequate subbase, installing an appropriate granular base, resurfacing with asphalt, and subsequent line painting. As part of the latest 4-year lease extension signed in 2018, it has been agreed that the City would be responsible to replace the last deteriorated section of the asphalt within the parking lot.

The area designated for rehabilitation is in poor condition with multiple cracks, potholes and crumbling asphalt and poses a potential health and safety risk which may result in trips. Additionally, water ponding may cause ice build up potentially resulting in slips and falls.

In order to obtain competitive pricing, this project would be tendered as part of the City's Asphalt Resurfacing contract. Subject to approval, it is anticipated that project would be completed by late summer 2019. Upon commencement, construction is estimated to last 1 week.



Municipal Works Division

Project Name: Justice Building Courtyard Repairs

Funding: \$175,000 Building Reserve

Over the past several years, efforts have been made to address a number of physical deficiencies identified at the Justice Building front courtyard including: drainage issues leading to water ponding, ice buildup, and slip and fall hazards; heaving concrete slabs and pavement stones which require annual attention to prevent trip edges; and non-conformance with accessibility standards. In a synopsis, the concrete areas in front of the Justice Building are beyond repair and must be replaced, the drainage problems must be addressed to prevent future deterioration and accessibility standards should be complied with.

Upon consultation with stakeholders regarding alternatives to address the described physical deficiencies, it had also been concluded that the courtyard area is underutilized and in need of revitalization. It was pointed out that the Corporation recently expended in the order of \$750,000 to resurface and improve aesthetics (colour change) the exterior of the Justice Building as well as replace all windows. Therefore, the next step in the Justice Building progression was to refresh the associated courtyard.

Administration commenced a process to address the identified deficiencies and at the same time undertake an effort to redevelop the courtyard area with appropriate functionality (to include landscape upgrading and natural re-beautification). This would serve to attract visitors to the downtown core. Envisioned as a 'Small Spaces' project, the revitalisation would incorporate sustainable construction to establish a focal meeting place for the whole of the community. In addition to leisure activities, other activities could include out-door market activities, busker events, media release events, political rallies, out-door speaking/speech events, and ceremonies.

As part of the 2017 budget deliberations, Council approved a budget \$220,000 to undertake a project designed to address the identified physical deficiencies as part of an overall courtyard revitalization. The Corporation commissioned landscape architects Lashley & Associates, to consult with stakeholders regarding revitalization concepts and prepare associated tender specifications and drawings of an approved model. The stakeholder steering committee directed Lashley to develop three potential renewal prototypes which could be presented to all stakeholders and to the general public for review. Following a public meeting, there was consensus to request Council to approve the selected revitalization concept. At their regular council meeting on February 26, 2018, following a presentation by representatives of Lashley & Associates, Council endorsed the preferred renewal concept.

In September 2018, MW issued a tender for construction of the approved revitalization concept. Tender pricing was received and all submitted bids were more than what was budgeted.

Administration is requesting additional funding to complete the courtyard project. Upon approval of funding, the project will be combined with other larger municipal construction tenders in an effort to obtain more competitive pricing thereby resulting in a more economical project cost.

Should funding be allocated, it is anticipated that the project will be completed by late summer 2019.



Municipal Works Division

Project Name: Parking Lot Rehabilitation - Optimist Park

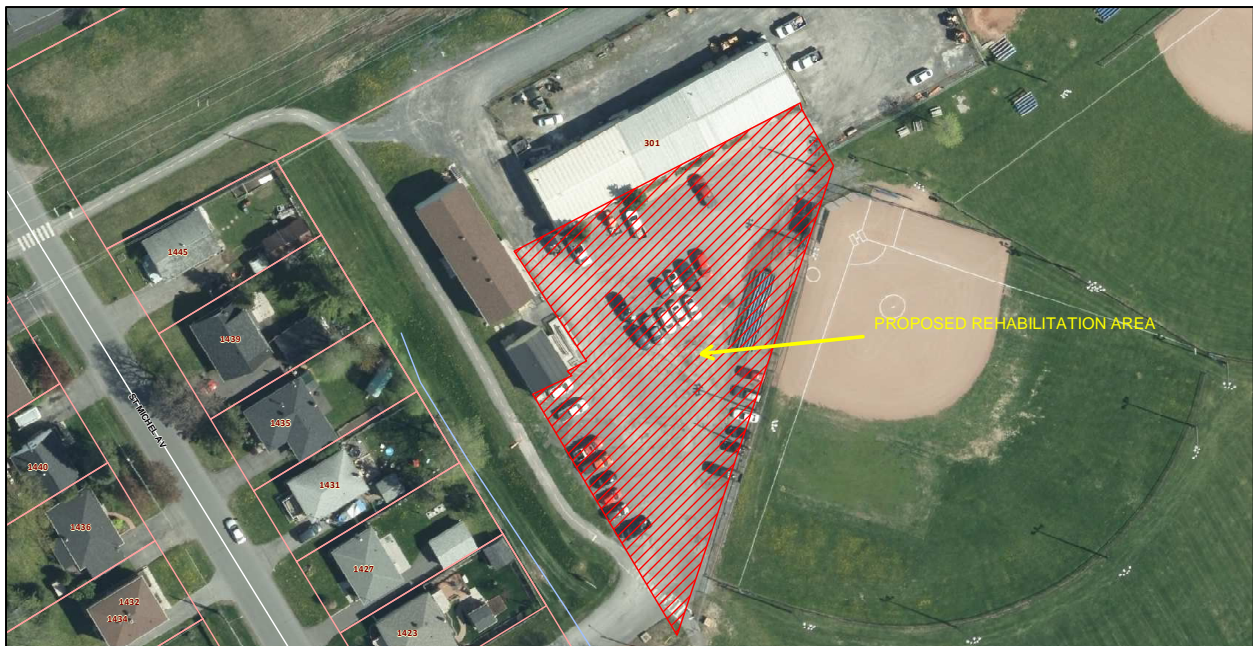
Funding: \$30,000 Tax Base

The asphalt parking lot surface at Optimist Park is in need of replacement. The current parking lot was constructed on a former landfill which provides inadequate sub-base to support repeated vehicle loads. The parking lot has numerous sumps and potholes as well as cracking and crumbling asphalt. Sumps, pot holes, and cracks pose a trip and fall hazard to patrons. Water ponding will result in ice buildup which could result in slips and falls.

In order to obtain competitive pricing, this project will be tendered as part of the City's Asphalt Resurfacing contract. The project will include the removal of the current asphalt surface, installation of a minimal granular base topped with a substantial layer of asphalt millings. These millings are generated from shave and pave portions of the City's Asphalt Resurfacing Contract. It is anticipated that this method of rehabilitation will be the most cost effective solution and will result in a longer lasting hard surface for users.

In addition to the rehabilitation of the parking lot, a short sidewalk in front of the Optimist Park office/garage building will be replaced. The concrete walkway has heaved and cracked and is therefore deemed as a health and safety risk.

It is anticipated that this project will commence in mid-summer 2019 and will be complete within a one week period.



Municipal Works Division

Project Name: Woodhouse Museum Repairs

Funding: \$50,000 Tax Base

In 2016, the Corporation was mandated by the Province to commission a consultant with expertise in conducting building condition assessments (BCA) and developing asset management plans in order to prepare a comprehensive Asset Management Plan for the municipality according to Provincial guidelines.

The consultant who was selected for the work, Facility Condition Assessment Portfolio Experts (FCAPX), conducted BCAs for all 96 of the Corporation's buildings. As part of the process associated with conducting BCAs, FCAPX prepared tables estimating probable costs to remedy identified physical deficiencies as well as recommended schedule (budget year) in which to address the deficiencies.

In addition to the FCAPX BCA, museum staff and MW staff conducted a more detailed building inspection and identified issues which require immediate attention in order to avoid greater possible problems in the future.

The following is the list of building upgrades and replacements which have been prioritized for the Woodhouse Museum in 2019:



1. Conduct painting and staining of applicable interior walls, door frames and banisters;
2. Re-sealing of all period doors;
3. Replacement of exterior metal door of access tunnel;
4. Upgrade lighting with energy efficient models;
5. Repointing and cleaning of sections of exterior stone wall;
6. Supply and install new protective coverings on period windows;
7. Repair/replace deteriorated section of outdoor balcony.

Municipal Works Division

Project Name: Renovations at Various Municipal Buildings

Funding: \$29,000 Tax Base

In 2016, the City was mandated by the Province to commission a consultant with expertise in conducting building condition assessments (BCA) and developing asset management plans in order to prepare a comprehensive Asset Management Plan for the municipality according to Provincial guidelines.

The consultant who was selected for the work, Facility Condition Assessment Portfolio Experts (FCAPX), conducted BCAs for all 96 of the Corporation's buildings. As part of the BCA process, FCAPX prepared tables estimating probable costs to remedy identified physical deficiencies. These tables also included recommended upgrade and replacement schedules that indicated the year in which deficiencies should be addressed.

The following is the list of building upgrades and replacements which have been prioritized to be carried out in 2019:

1. Replace floor tiles at the Optimist Park building.
2. Upgrade the Justice Building elevator in order to comply with current code requirements.
3. Replace the domestic hot water tank at Kinsman Soccer Building.
4. Replace the air condition unit at Fire Hall #1.

Municipal Works Division

For Council
Consideration

Project Name: Locomotive Refurbishment Plan

Funding: \$152,000 Working Reserves
(\$100,000 already approved from the 2017 Budget)

In 2006, Council approved Bylaw #134 -2006 to designate the former Cornwall Street & Railway Locomotive Engine #17 and the land it is currently situated on, as an artifact and land of cultural heritage value or interest.

In 2017, as a result of a petition submitted by supporters for restoration of Locomotive #17, Council allocated \$100,000 from working reserves for the purposes of addressing the physical condition, appearance and location of the locomotive. The policy associated with the use of funds from the Working Reserves indicates that should this project proceed in 2019, any expenditures must be reinstated as part of the 2020 municipal budget.

The latest council report (#2018-06-IMW-MW) regarding the refurbishment of Locomotive #17 addressed Council's direction to consult with the general public in order to gauge constituent's sentiment with regard to refurbishment and relocation of the locomotive. Upon consultation with local historical groups, three historically relevant locations were recommended. Administration then proceeded to develop cost estimates to complete the project at each of the three recommended sites. Estimated costs include: locomotive refurbishment, track installation, security fence and signage, accessible walkway, electrical servicing, and physical movement of the locomotive.

The recommended locations and estimated budget for each of the sites are as follows:

- Remain at Brookdale & Ninth (\$142,000)
- Move to Water Street & Newsey Lalonde Way (\$152,000)
- Move to west of former Lalley Blanchard Parking lot (\$152,000)

As per Council direction, an electronic survey was then conducted to engage public opinion on the matter. The survey provided all of the above noted information. A total of 404 individuals responded to the survey with 218 respondents (54%) in favour of refurbishing the locomotive. Of those in favour of refurbishment, 105 individuals preferred relocating the locomotive to the southwest corner of Water Street and Newsy Lalonde Way.



Upon receiving all of the above information, Council passed a motion to defer and directed Administration to determine if there is any interest from historical groups or organizations in assuming the refurbishment and possession of Locomotive #17. Council also approved a motion to direct Administration to investigate potential grants and fundraising initiatives for the cost of the refurbishment and report back to Council.

Considering the above, Administration is now working in cooperation with a partnership of two local organizations, the Moccasin Club (local train enthusiasts) and the SDG Historical Society, to submit a grant application to the Trillium Foundation in order to secure capital funding towards this project.

Accordingly, it is recommended that the proposed municipal funding remain in place until a decision is received from the Trillium Foundation. Upon notification from the Trillium Foundation, Administration will report back to Council.

2019 TEN YEAR CAPITAL FORECAST

CAPITAL FORECAST FOR THE YEARS 2019 - 2028

MUNICIPAL WORKS EQUIPMENT

DESCRIPTION	EXPENDITURE									
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Fleet Renewal Program										
#2 - 2006 Small Car	28									
#20 - 2012 Small Car	30									
#81 - 2009 Service Box Truck	45									
#100 - 2010 Multi-use Truck	87									
#161 - 2009 Plow Truck with attachments	275									
#456 - 2001 Articulating Tractor with attachments	145									
#979 - 1991 Equipment Trailer	7									
#988 - 2004 Equipment Trailer	10									
#989 - 2004 Packer Trailer	12									
#991 - 2006 Pavement Roller Trailer	15									
<i>Equipment estimated for years 2020 - 2028</i>		798	799	799	797	800	800	800	800	800
MUNICIPAL WORKS EQUIPMENT SUBTOTAL	654	798	799	799	797	800	800	800	800	800

2019 TEN YEAR CAPITAL FORECAST

CAPITAL FORECAST FOR THE YEARS 2019 - 2028

FACILITIES/BUILDINGS

DESCRIPTION	EXPENDITURE									
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
FACILITIES:										
Municipal Works Yard Redevelopment:										
- Salt Management Facility	2,500	2,550	2,336	3,277	4,743	4,772	1,776	2,156	1,275	
- Standby Power Generator	900									
- Noise Remediation	875									
- Employee Parking Lot	230									
- Design of New Administration Building	450									
	4,955	2,550	2,336	3,277	4,743	4,772	1,776	2,156	1,275	0
BUILDINGS:										
Justice Bldg. HVAC Building HVAC Replacement		450								
Justice Building Courtyard Repairs	175									
Parking Lot Rehabilitation - Optimist Park	30									
Parking Lot Rehabilitation - St. Columban's	45									
Renovations Required at Various Municipal Buildings	29	137	150	92	70	75	91	18	10	16
Woodhouse Museum Repairs	50									
Arc Flash Risk Analysis - Public Property		340	120	100					100	
Justice Building Elevator Upgrades										
Justice Bldg - Clean HVAC				60			25	60		
Richelieu Day Care HVAC										
Kinsmen Parking Lot Paving					105					
Justice Building Painting			225							
Justice Building North and South Side Roofs										
Guindon Park Roof			46							
Bandshell Maintenance										
Justice Building Make Up Air Units Lower Roofs				100		212				
Fire Hall #2 Roof							140			
Richelieu Day Care Roof						85				
City Hall Roof		927	541	352	310	372	256	78	110	16
	329									
BUILDINGS / FACILITIES TOTAL	5,284	3,477	2,877	3,629	5,053	5,144	2,032	2,234	1,385	16

2019 CAPITAL SUBMISSION

CAPITAL BY BUSINESS UNIT FOR THE YEAR 2019

*Please note all figures are in 000s of dollars

DESCRIPTION	Page #	2018 GROSS BUDGET	2019 GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			2019 TAX BASE
				GRANTS	FINANCING	DEV. CHARGES	GAS TAX	SPECIFIC RESERVE	
TRANSIT SERVICES									
Purchase of 2 Conventional Buses	C-40	510.0	1,160.0	846.0	314.0				
Purchase of a Handi-Transit Bus	C-41	250.0	200.0	146.0	54.0				
Transit Cube Van Replacement	C-42		80.0		80.0				
Vehicle Hoist Repair and Safety	C-43		50.0		50.0				
Passenger Counter / Web Applications	C-44		100.0	73.0	27.0				
Video Surveillance Security System		50.0							
Tire Balancer		25.0							
Transit Services		835.0	1,590.0	1,065.0	525.0	-	-	-	-

COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

DESCRIPTION		GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			TAX BASE
			GRANTS	FINANCING	DEV. CHARGES	GAS TAX	SPECIFIC RESERVE	
2018 Council Approved Capital		835.0	283.0	502.0				50.0
2017 Council Approved Capital		1,998.0	999.0	999.0				
2016 Council Approved Capital		950.0		850.0		100.0		

Transit Services

Project Name: Purchase of 2 Conventional Buses

Funding: \$ 846,000 ICIP Funding
 314,000 Financing
 \$1,160,000

Two low-floor forty-foot replacement diesel conventional buses are to be purchased through the Metrolinx agreement.

The continuation of the conventional bus replacement fleet is paramount to the viability of the Transit operations. These are replacement buses that will replace two 1998 buses.

Conventional buses typically take 9 months to be assembled and delivered.

Cost savings to the parts and accessories account is maintained because of less maintenance and warranties that are in effect with new buses. New buses are more environmentally friendly and more fuel-efficient.

This project is reliant on funding from the Investing in Canada Infrastructure (ICIP) program. All Cornwall Transit projects submitted for Council approval in the 2019 budget that rely on ICIP funding will be put on hold until the roll out of the ICIP is finalized. The Projects may seek Council approval to finance in a different manner should this funding not materialize.



Transit Services

Project Name: Purchase of a Handi-Transit Bus

Funding: \$146,000 ICIP Funding
54,000 Financing
\$200,000

One low-floor Handi-Transit replacement bus to be purchased through the Metrolinx agreement.

The continuation of the Specialized Transit Fleet is necessary to the viability of Transit operations. This bus will replace a 2011 bus. Typically, a low floor bus has an estimated useful life of 7 years.

Specilized buses must be ordered in the first quarter of the year in order to be delivered in the same year.

As new buses include warranties and require less maintenance, cost savings would be realized as expenses related to parts and accessories would not increase with an aging fleet.

The new bus will operate with gasoline because specialized busses are no longer available from manufacturers with diesel fuel options. As a result, savings in fuel could also be realized as diesel fuel is currently more expensive than gasoline.

This project is reliant on funding from the Investing in Canada Infrastructure (ICIP) program. All Cornwall Transit projects submitted for Council approval in the 2019 budget that rely on ICIP funding will be put on hold until the roll out of the ICIP is finalized. The Projects may seek Council approval to finance in a different manner should this funding not materialize.



Transit Services

Project Name: Transit Cube Van Replacement

Funding: \$80,000 Financing

The cube van is used for Transit operations; such as, cleaning bus shelters, moving equipment, temporary bus stops and transportation of supplies. This vehicle is also used for vault transportation and retrieving large parts from vendors.

A major feature of the cube van is the hydraulic lift gate at the rear, which will need major repairs in 2019. The cube van is 14 years old and the mileage has exceeded 145,000 kilometres.

It is expected that the cube van can be replaced within 6 months of tender issue. This piece of equipment is necessary to perform tasks which would be costly to contract out.



Transit Services

Project Name: Vehicle Hoist Repair and Safety

Funding: \$50,000 Financing

This project will address the repair and safety of two vehicle hoists at the Transit Garage.

These hoists lift buses to in order to perform repairs. The safety of these hoists is a health and safety concern and needs to be addressed. The hoists are approximately 40 years old and have received regular maintenance; however, they have exceeded their useful life and maintenance costs are becoming more expensive.

Once awarded, it is expected that the project can be completed within 60 days.



Transit Services

Project Name: Passenger Counter / Web Applications

Funding: \$ 73,000 ICIP Funding
 27,000 Financing
 \$100,000

This technology will allow an accurate count of all passengers boarding and departing buses on route.

The second part of the upgrade will allow connectivity of our web based automatic vehicle location (AVL) to Google, Apple and Ping for better customer information of on route buses.

This project is considered to be a tool to enhance the ridership experience and to help enable growth in public transportation.

This project is reliant on funding from the Investing in Canada Infrastructure program (ICIP). All Cornwall Transit projects submitted for Council approval in the 2019 budget that rely on ICIP funding will be put on hold until the roll out of the ICIP is finalized. The Projects may seek Council approval to finance in a different manner should this funding not materialize.

2019 TEN YEAR CAPITAL FORECAST

CAPITAL FORECAST FOR THE YEARS 2019 - 2028

TRANSIT

DESCRIPTION	EXPENDITURE									
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Purchase of 2 Conventional Buses	1,160	580	580	580	580	580	580	580	580	580
Purchase of Handi-Transit Bus	200	200	200	200	200	225	225	225	225	225
Transit Cube Van Replacement	80									
Vehicle Hoist Repair and Safety	50									
Passenger Counter/ Web Applications	100									
Shop Air Compressor		50								
Transit Shelters and Cement Pads		40		40		40		40		
Sewer System				100						
Natural Gas Compressor				150						
Parking Lot						50				
Transit Building heating/ Cooling System					50					
Roll Up Garage Doors			88							
Concrete Slabs in Garage				70						
Hvac System & equipment		28								
Metal Siding- Maintenance & Storage Garage					225					
Electrical Service and Panels			50							
Wall Finishes-Paint Wall Covering		60								
Electrical Service and Panels										
Fare Box Upgrade and Support			300							
Transit Bus Wash										
TRANSIT SUBTOTAL	1,590	958	1,218	1,140	1,055	895	805	845	805	805

2019 CAPITAL SUBMISSION

CAPITAL BY BUSINESS UNIT FOR THE YEAR 2019

*Please note all figures are in 000s of dollars

DESCRIPTION	Page #	2018 GROSS BUDGET	2019 GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			2019 TAX BASE
				GRANTS	FINANCING	DEV. CHARGES	GAS TAX	SPECIFIC RESERVE	
WASTE MANAGEMENT									
Landfill Leachate and Gas Collection Systems Upgrades	C-47	1,290.0	200.0						200.0
Landfill Site - Public Service Area Infrastructure Upgrades	C-48	50.0	40.0						40.0
Waste Management Diversion Review and Program Implementation	C-49	50.0	10.0						10.0
Landfill Expansion / Alternative Disposal ECA	C-50		50.0						50.0
WASTE MANAGEMENT TOTAL		1,390.0	300.0	0.0	0.0	0.0	0.0	0.0	300.0

COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

DESCRIPTION		GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			TAX BASE
			GRANTS	FINANCING	DEV. CHARGES	GAS TAX	SPECIFIC RESERVE	
2018 Council Approved Capital		1,390.0		1,290.0				100.0
2017 Council Approved Capital		400.0				400.0		
2016 Council Approved Capital		400.0	115.0			125.0		160.0

Waste Management

Project Name: Landfill Leachate and Gas Collection Systems Upgrades

Funding: \$200,000 Tax Base

The landfill gas collection system collects gas under a vacuum and conveys it to the landfill gas flaring facility, which is currently being relocated and upgraded, to capture greenhouse gas emissions and odours caused by the decomposition of waste. In 2017, the City received approval from the Ministry of Environment, Conservation, and Parks (MECP) for a gas collection system expansion in cells 1 and 2 within Quadrant 3. This expansion, which includes the construction and implementation of additional extraction wells, will capture greenhouse gas emissions and odours from the recently capped area.

The leachate collection system collects surface run-off and groundwater from the site and directs it toward the Waste Water Treatment Plant through a series of underground pumps and pipes. The Corporation has applied to the MECP for a leachate expansion into Quadrant 4, cell 1. This expansion will allow the Corporation to begin placing waste in this new cell. The cell, once the leachate expansion is approved, will be ready to accept waste in mid-2019.

The proper operation of the leachate and methane gas collection system is fundamental to the proper operation of the solid waste disposal site and compliance with the Certificate of Approval. The ongoing expansion of both the gas and leachate collection systems is essential to control the methane gas build up at the landfill. Improper operation or the delay in construction of these systems may create an environmental health and safety issue. The expansion of these systems will continue as the landfill reaches capacity.



Waste Management

Project Name: Landfill Site – Public Service Area Infrastructure Upgrades

Funding: \$40,000 Tax Base

There is an average of 28,000 visits made by the public to the landfill site each year. The Public Service area, built in 1968, acts as a transfer station within the landfill, which allows the public to properly sort their waste materials into garbage, recycling, scrap metal, tires, Chlorofluorocarbon (CFC) appliances, hazardous waste, and electronics. The public service area is also serviced by a weigh scale which uses Geoware software to identify vehicles, weigh them, and assign them to a specific waste class in order to properly charge inbound site users. This system is also essential in gathering data for the landfill sites Annual Report as is required each year by the Ministry of Environment, Conservation, and Parks under the Environmental Compliance Approval for the site.



To improve public accessibility of the Landfill Site, to resolve some health and safety concerns, and to comply with Environmental Compliance Approval (ECA) requirements, the following projects are proposed to be completed in 2019:

Lighting

The lighting at the scale house facility is original to its construction, and has since outlived its expected lifespan. The Building Condition Assessment (BCA) recommends the replacement of the original lighting with LED fixtures. The installation of LED fixtures at the scale house will provide increased site lighting addressing health and safety concerns and providing additional site security.

Entry doors

There are currently four metal entry doors at the scale house facility, each side has one solid metal door, and one storm door. These doors are original to the facilities construction, and have since outlived their anticipated lifespan. The BCA recommends the replacement of the original four doors. The replacement of the four doors will increase security while preventing heat loss from inside the facility.

Roof Condition Assessment

The facility has a metal roof which was installed when the facility was constructed. The BCA recommends a roof assessment to be completed in order to determine the remaining lifespan of the roof.

Flooring

The concrete floor in the facility is original and has become damaged and uneven. This project is recommended in order to satisfy health and safety concerns and will be done in conjunction with the replacement of the outside doors.

Security Camera

The scale house also serves as a guardhouse for the facility. It currently has one camera, which is used for site security and the monitoring of inbound waste. To increase site security, it is recommended that an additional camera be installed on the outbound scale, to monitor the back side of the scale house and also survey the public service area.

Waste Management

Project Name: Waste Management Diversion Review and Program Implementation

Funding: \$10,000 Tax Base

The Solid Waste Recycling Review Implementation looks at investing money in studies to determine how Cornwall can better manage its waste using both recycling and diversion programming.

Over the next year, the Waste Management Division will be issuing a RFP to hire a consultant to complete an Organics Feasibility Study. The feasibility study will serve as an assessment of the practicality of a proposed organics management plan in Cornwall. The feasibility study will consider different methodologies of collection and processing of residential organic waste as well as the social, economic, and environmental aspects of each of the proposed collection and processing plans. The study will also consider the benefits of a regional approach to organic waste management to determine feasibility of including other urban settlement areas in the SD&G area to help mitigate costs.

The completion of this feasibility study is essential to the City, as it is directly related to the Provincial Food and Organic Waste Policy. Under this Policy, the City of Cornwall is subject to policy 4.2ii, wherein the City must achieve a 50% waste reduction and resource recovery of food and organic waste generated by single family dwellings in urban settlement areas by 2025. Currently, the City offers a seasonal leaf and yard waste program, which reflects a 6.28% organic diversion rate, leaving a remaining 43.72% to be captured by 2025.

Based on a curbside residential waste audit completed in 2014, it was determined that roughly 54% of the garbage collected from residential homes is made up of Organic Waste. That roughly adds to 163.43 kg/hh/yr. As the City continues to grow, this weight will only increase. Public feedback, recorded from the Open House and Surveys completed as part of the public consultation process for the Solid Waste Management Master Plan, indicated that 62% of participants would be interested in an organics program. The implementation of an Organics Management Plan is one of the recommendations in the Solid Waste Management Master Plan. The overall goal over the course of the next few years is to organize a pilot program for residential organics management.



Waste Management

Project Name: Landfill Expansion / Alternative Disposal ECA

Funding: \$50,000 Tax Base

The current expected life of the landfill is 11 years (closure by 2030). The Landfill Expansion and Alternative Disposal ECA project funding will help finance studies and applications to the Provincial Government that will help either expand our current landfill or determine alternative ways to manage our waste once the landfill reaches capacity. This project is essential to the health and safety of the community as it ensure the continuity of a reliable means of waste disposal and management. Opening a new landfill or expanding the current site is a lengthy process with no guarantees of success. Based on a recent report issued by the Ontario Waste Management Association, it is estimated that in Ontario landfills there is only 122.9 million tonnes remaining for disposal. It is anticipated in this report that there will be no remaining landfill capacity (assuming no new landfills are approved) by 2032 in Ontario.

In 2011, a report (2011-41) was presented to Council to advise them on the processes and costs associated with opening a new landfill or the process for applying for a landfill expansion. This process regardless of which option could take anywhere from 7-12 years, and is why this project will be phased over multiple years. It is estimated that after application, should the new landfill or expansion be approved, the construction would cost around \$50-\$60 million dollars. Due to this large investment, it is essential that the City consider all available options with regards to waste management.

It is the Waste Management Divisions intention to issue a RFP to a consulting firm with expertise in waste management to develop a terms of reference, which, once developed will identify all available options the City can use to manage waste, while also providing more precise timelines, and costs.

The terms of reference document will also consider environmental, social, political, and economical feasibilities of options for waste management while following the Ministry of Environment, Conservation, and Park's comprehensive public consultation process. The Terms of Reference will also look to determine the feasibilities of working collaboratively with our surrounding municipalities in SD&G to consider the geographic catchment area and to sustainably manage waste in the area for the future.



2019 TEN YEAR CAPITAL FORECAST

CAPITAL FORECAST FOR THE YEARS 2019 - 2028

WASTE MANAGEMENT

DESCRIPTION	EXPENDITURE									
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Landfill Leachate and Gas Collection Systems Upgrades	200	250	250	250	300	300	300	300	300	300
Landfill Site - Service Area Infrastructure Upgrades	40	20	65	50	20	80	60			
Waste Management Diversion Review and Program Implementation	10		50				50			
Landfill Expansion / Alternative Disposal ECA	50	150	150	150	150	150	50	50	50	50
Diversion Facilities Equipment and Building Upgrades		30	20			30	50			
WASTE MANAGEMENT SUBTOTAL	300	450	535	450	470	560	510	350	350	350

2019 CAPITAL SUBMISSION

CAPITAL BY BUSINESS UNIT FOR THE YEAR 2019

*Please note all figures are in 000s of dollars

DESCRIPTION	Page #	2018 GROSS BUDGET	2019 GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			2019 TAX BASE
				GRANTS	FINANCING	DEV. CHARGES	GAS TAX	SPECIFIC RESERVE	
RECREATION									
FACILITY UPGRADES									
Arc Flash Analysis	C-53		125.0					125.0	
Aquatic Centre Ventilation Improvements and UV Disinfection	C-54		500.0		500.0				
Brian Tardif Field Lighting	C-55		85.0						85.0
Brian Tardif Field Netting	C-56		55.0						55.0
Civic Complex and Benson Centre LED Arena Lighting	C-57		550.0		550.0				
Benson Centre Arena Duct Work	C-58		80.0					80.0	
Upgrade Outdoor Pool Filter Systems	C-59		55.0						55.0
Art Centre Design	C-60		300.0		300.0				
Recreation Master Plan Update	C-61		60.0			43.8			16.2
Civic Complex Floors in Dressing Rooms	C-62	55.0	55.0					55.0	
Civic Complex Arena Spectator Seat Replacement	C-63		55.0					55.0	
King George Park Washroom	C-64	25.0	25.0						25.0
Aquatic Centre Pool Lighting		80.0							
Benson Centre - CN Land Acquisition		230.0							
Civic Complex Parking Lot, Exterior Stairs, and Walkway Improvements		125.0							
Civic Complex Main Concourse Renovations		75.0							
PARKS / PLAYGROUNDS									
Bikepath Retaining Wall Structure Replacement	C-65		1,000.0		1,000.0				
Emerald Ash Borer	C-66	300.0	300.0		300.0				
Bicycle Path Repairs	C-67	50.0	50.0				50.0		
Docks at RCAF and Guindon Park	C-68	80.0	80.0						80.0
Guindon Park Road Improvements		50.0							
Playground Structure Replacement		120.0							
Arts in the Park Improvements and Art Display Infrastructure		30.0							
Recreation		1,220.0	3,375.0	-	2,650.0	43.8	50.0	315.0	316.2

COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

DESCRIPTION		GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			TAX BASE
			GRANTS	FINANCING	DEV. CHARGES	GAS TAX	SPECIFIC RESERVE	
2018 Council Approved Capital		1,220.0		530.0		50.0	310.0	330.0
2017 Council Approved Capital		770.0		300.0		50.0	140.0	280.0
2016 Council Approved Capital		1,550.0		750.0		80.0	65.0	655.0

Parks and Recreation

Project Name: Arc Flash Analysis

Funding: \$125,000 Recreation Facilities Reserve

An Arc Flash analysis is required for all of the City's Recreation Building electrical panels.

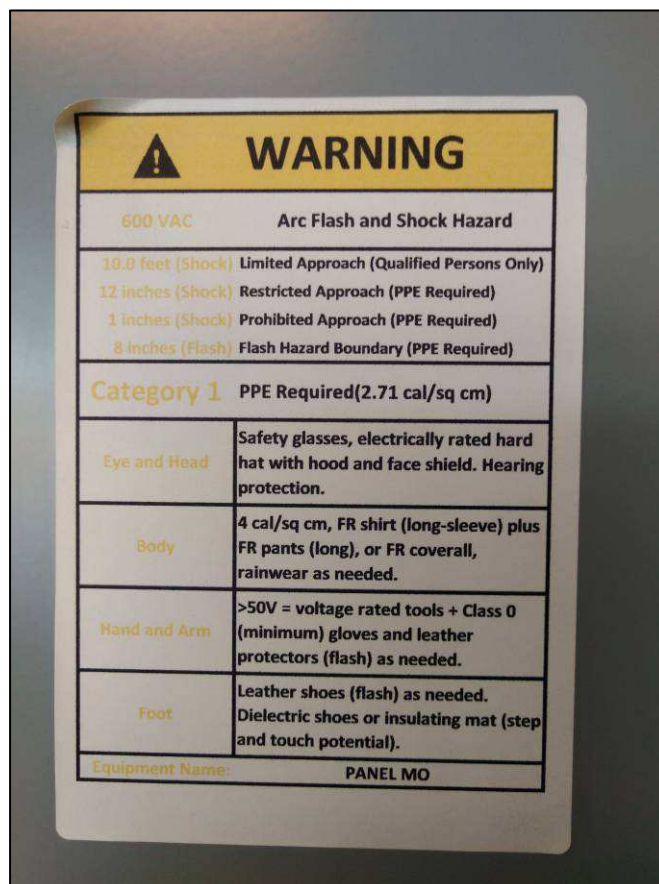
This analysis identifies the potential hazards within the electrical panels and specifies the necessary safety precautions and personal protective equipment for all persons accessing the panels.

To ensure the safety and well being of employees when accessing electrical panels, Parks and Recreation would:

- Provide proper training to recognize potential hazards related to Arc Flashes
- Establish the necessary safety precautions
- Provide staff the appropriate personal protective equipment

Municipal Works initiated an identical project in 2018 for other City buildings outside of Recreation Services.

This photo is an example of an electrical panel with Arc Flash warning labels which inform staff of the potential hazard and the required personal protective equipment if accessing the panel.



Parks and Recreation

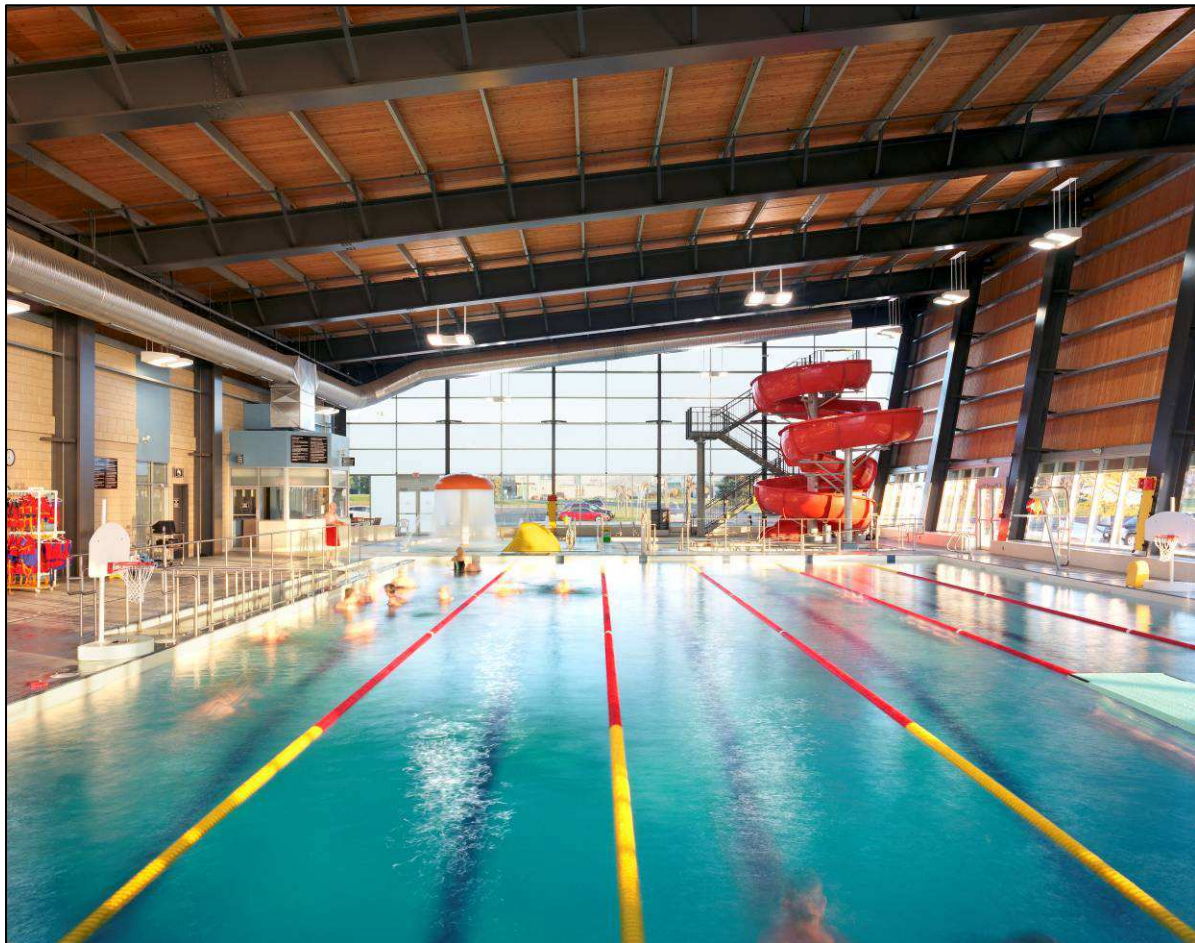
Project Name: Aquatic Centre Ventilation Improvements and UV Disinfection

Funding: \$500,000 Financing

Parks and Recreation has retained the services of a consulting engineering firm to review the Cornwall Aquatic Centre's air handling and filtration systems. The consultants produced a report with recommendations on how to address ongoing air quality issues. The report recommended improvements to the existing ventilation system and the addition of an ultraviolet disinfection system to address air quality issues within the aquatorium.

Industry standards and design philosophies have changed since the original construction of the Cornwall Aquatic Centre. The indoor pool industry has become increasingly aware of the creation and accrual of air borne chlorine (Chloramines) within indoor pool air spaces. New systems are now designed to capture and exhaust chloramines from the facility. Long term exposure to chloramines can impact health of patrons and staff, as well as impact the life expectancy of all steel components within the aquatorium.

The ultraviolet light (UV) disinfection system proposed for the main pool will reduce the amount of chlorine required to disinfect the pool. This will help reduce the amount of chloramines created in the aquatorium.



Parks and Recreation

Project Name: Brian Tardif Field Lighting

Funding: \$85,000 Tax Base

The existing baseball lights at Brian Tardif Field have reached the end of their life expectancy and should be replaced.

The lighting is mounted on wooden cross beams which are affixed to the wooden poles around the perimeter of the field. The existing wooden cross beams are deteriorating and some have recently been replaced as they were found to be rotten and unsound. The existing wooden poles are showing signs of deterioration and some are no longer standing plumb.

The proposed replacement lighting system would be LED technology, which operate much more efficiently and would reduce maintenance costs.

It is proposed to complete this project in conjunction with the replacement of the safety netting around Brian Tardif Field. Much of the safety netting is supported from the existing light standards, making it more cost effective to replace both the netting and lighting infrastructure at the same time.



Existing wooden poles in the outfield which are no longer plumb



Parks and Recreation

Project Name: Brian Tardif Field Netting

Funding: \$55,000 Tax Base

This project involves the replacement of the existing sports field netting at Brian Tardif Field at King George Park. The purpose of the netting around Brian Tardif Field is to prevent balls from leaving the field of play and damaging property or injuring the public.

The existing netting is hung from the field lighting support posts. The netting should be replaced in conjunction with the lighting system replacement project.

The existing netting is aged with new holes requiring repair each year. Also, the existing netting in the left field has become intertwined with vegetation which requires removal. Removal of the vegetation without causing damage to the netting would be labour intensive and costly.

The photo below shows the existing safety netting along the third base line. Note that this section of netting is supported from the existing field light poles.



Parks and Recreation

Project Name: Civic Complex and Benson Centre LED Arena Lighting

Funding: \$550,000 Financing

It is proposed to replace the existing lighting within the arenas, fieldhouse, and tennis court at the Benson Centre and Ed Lumley Arena using LED technology.

LED lights operate much more efficiently, require significantly less electricity, and generate significantly less heat than the existing metal halide light fixtures. This will result in reduced electricity costs. LED lights also have a longer life expectancy resulting in lower maintenance costs due to fewer bulb replacements.

LED light conversion projects are becoming very common in recreation facilities, such as hockey rinks, that have a large number of high wattage light fixtures. The existing metal halide light fixtures take approximately 20 minutes to warm up before they provide their designed output level; therefore, the existing metal halide arena lights are only turned off during extended periods of inactivity. LED light fixtures provide their design output levels almost instantaneously. As a result, LED lights can be shut off immediately after the space is no longer occupied, resulting in further electricity savings.



The photo above shows the existing arena lighting at the Ed Lumley Arena. There is additional lighting around the perimeter that is used for high profile games (such as the IIHF game shown). These additional fixtures aren't used during regular programming as they generate too much heat and impact ice quality if left on for long durations.

Parks and Recreation

Project Name: Benson Centre Arena Duct Work

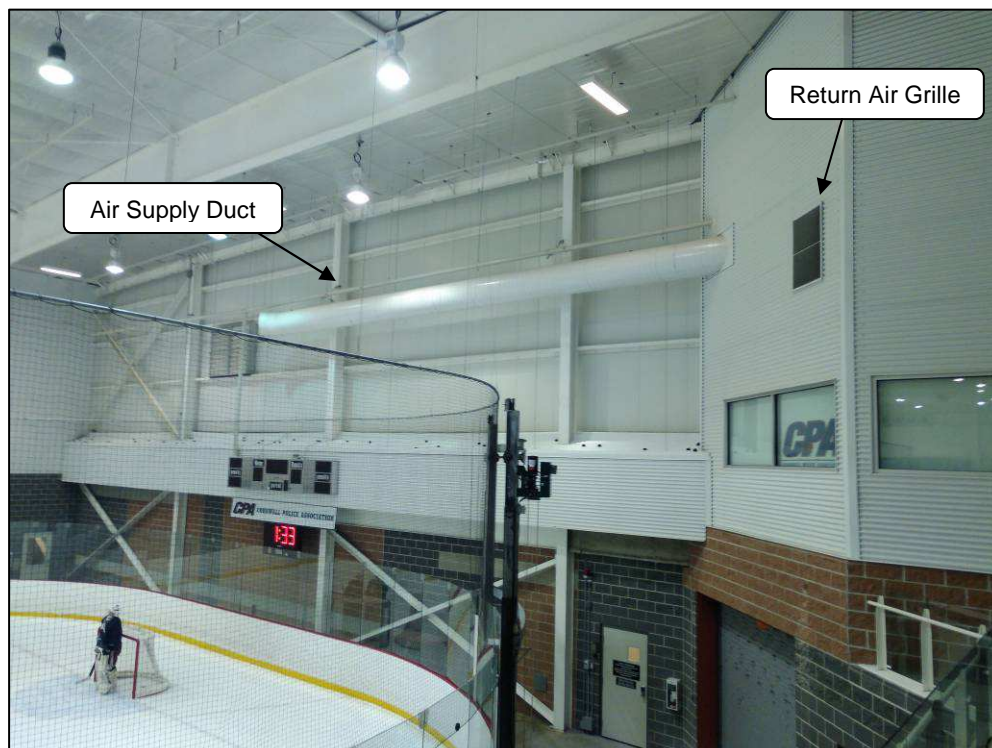
Funding: \$80,000 Recreation Facilities Reserve

The existing ventilation ducts within Pads 1, 2, and 3 of the Benson Centre require modifications to improve the flow of air within these arena air spaces.

During the late summer/early fall, these arenas experience issues with high humidity, despite the existing dehumidification system operating at maximum capacity. The high humidity levels during these times of year cause significant condensation within these spaces. The condensation drips from the supporting roof structure onto the ice melting holes in the ice surface, creating a safety hazard for patrons. The excessive condensation will eventually cause premature failure of mechanical and electrical equipment within this space as a result of corrosion.

This project proposes to extend the air supply ducts the length of the ice surface so that the dehumidified air supplied to the rink space can be discharged into the arena at one end of the rink, with the return air grille remaining in the opposite end. The proposed modification will provide a better exchange of the air within this space which will allow the existing dehumidification system to remove air bound moisture more efficiently and effectively.

The image below shows the existing air supply duct (large white pipe suspended above the safety netting) and the return air grille.



Parks and Recreation Division

Project Name: Upgrade Outdoor Pool Filter Systems

Funding: \$55,000 Tax Base

The outdoor pool filtration systems are aging and need to be replaced. This is a multi-year project which began in 2015.

The pool filtration systems at St. Joseph's Park and Reg Campbell Park have been upgraded. The existing filtration systems at Mattice Park, St. Francis Park, and Terry Fox Park are the original systems which were installed at the time of pool construction and are proposed to be upgraded.

The City outdoor pool facilities are regularly inspected by the Eastern Ontario Health Unit (EOHU). A previous inspection completed by EOHU of the City's outdoor pool facilities identified the age of the existing filtration systems as a concern and recommended that a plan for their replacement be implemented.



A lifeguard provides swimming lesson programming at one of the City's outdoor pools.

Parks and Recreation

Project Name: Art Centre Design

Funding: \$300,000 Financing

It is proposed to retain the services of an architectural firm to complete the design drawings and tender documents for the conversion of the recently purchased 159 Pitt St. into an Arts Centre.

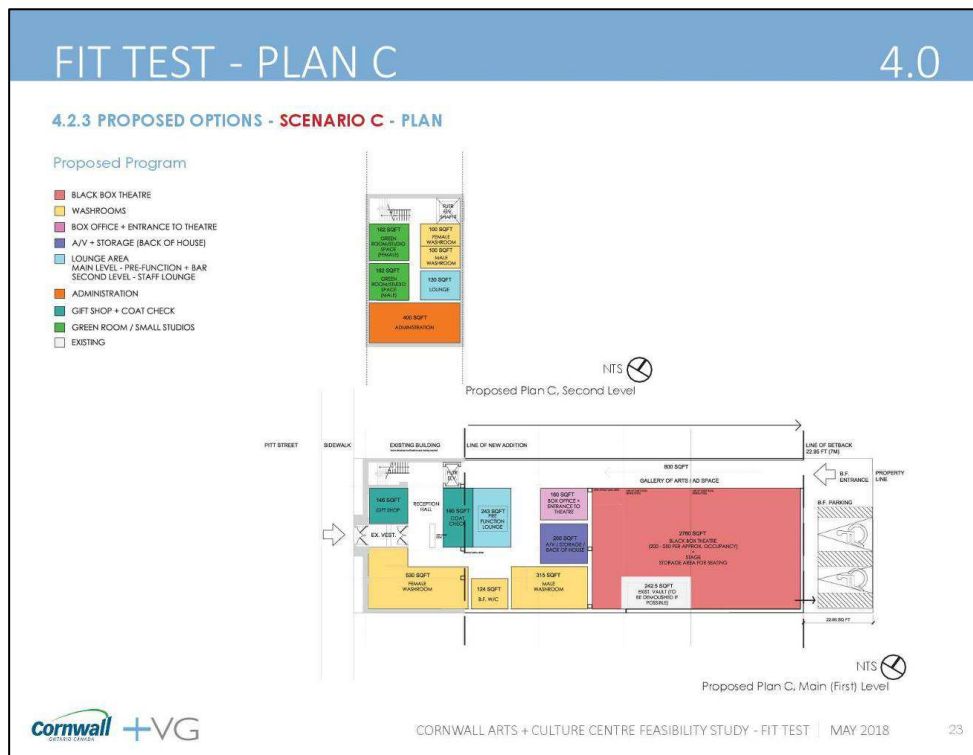
In 2018, the City purchased the former BMO building at 159 Pitt St. for the future conversion into an Arts and Culture Centre. Prior to the purchase of the building, VG+ Architects, completed an Arts Centre Feasibility Study for the City of Cornwall. This study recommended that a new Arts Centre be established in a new addition to the Civic Complex.



When the former BMO building at 159 Pitt St. was listed for sale in early 2018 a group comprised of members of the local Arts Community, approached City Administration with a proposal to consider purchasing 159 Pitt St. for conversion into an Arts Centre, as an alternative to the recommended addition to the Civic Complex. The group indicated that they preferred the downtown location and historic façade that 159 Pitt St. offered as compared to an addition to the Civic Complex.

VG+ Architects were retained to complete a "Fit Test" study to determine the suitability of converting the building into an Arts Centre. The "Fit Test" study concluded that the building could be converted into an Arts Centre containing a black box theatre, lounge area, gallery space and administrative space. The study included three floor plan concepts for the Arts Centre with construction estimates for each. The image below is a conceptual floor plan listed as Option C within the "Fit Test" Study.

A community group called the Arts Collective has been formed with a mandate to raise \$1 million from the community to contribute to the construction costs for a new Arts Centre.



Parks and Recreation Division

Project Name: Recreation Master Plan Update

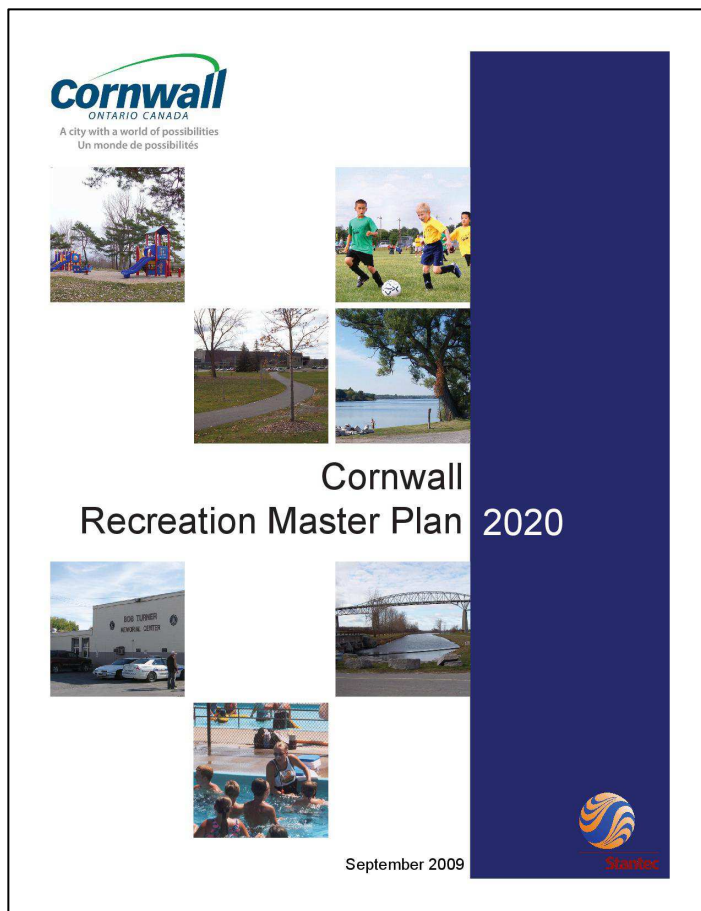
Funding: \$43,800 Development Charges
16,200 Tax Base
\$60,000

The Department of Parks and Recreation's existing Recreation Master Plan is scheduled to expire at the end of 2019.

The Recreation Master Plan is a strategic planning document that sets out the needs and priorities for recreation facilities, programs and activities, and parks and open spaces to the year 2030.

It is proposed to retain a consultant to create an updated Recreation Master Plan. Public engagement and consultation will be a key component to assessing the community's needs for new recreation facilities, programs and activities as well as assessing the effectiveness and needs of existing programs that are currently offered by the City.

The community's recreation needs are continually evolving. Some examples of recreation facility needs that have recently been brought to the Recreation Department's attention by various community groups that weren't identified during the creation of the 2020 Recreation Master Plan are Cricket, BMX cycling, and Pickleball.



Shown here is the Recreation Master Plan 2020 document which was created in 2009

Parks and Recreation

Project Name: Civic Complex Floors in Dressing Rooms

Funding: \$55,000 Recreation Facilities Reserve

The existing flooring in the Civic Complex dressing rooms and hallways has reached the end of its life expectancy and its condition has deteriorated such that replacement is required.

This is a two year project with the first phase (\$55,000) of the project approved in 2018. The first phase of this project was to replace the flooring in the dressing rooms as well as the hallway between the dressing rooms and player benches.

The second phase of the project (\$55,000) proposes to replace the flooring in the remaining dressing rooms (Colts dressing room, former Nationals dressing room, and Fiesta dressing room).

The tender for the supply, delivery, and installation of this flooring was approved by Council at the December 10, 2018 meeting (report number 2018-76-PU) which includes the 2019 funding contribution from the Recreation Facilities Reserve of \$55,000.



Parks and Recreation

Project Name: Civic Complex Arena Spectator Seat Replacement

Funding: \$55,000 Recreation Facilities Reserve

The condition of the existing blue spectator seats at the Civic Complex has deteriorated to the point that they are in need of refurbishment. The seating dates back to the original construction of the facility. The support springs within the seat cushions no longer provide proper support and the seat's fabric has become worn and stained. The original supplier of the existing blue spectator seats, American Seating, is still in operation. We propose to replace the bottom portion of the seats only with new seat bottoms from the existing supplier, as the steel supports and backrests remain in reasonable condition. There are approximately 4,000 existing blue spectator seats that require refurbishment.

This project is part of a new multi-year program. An amount of \$55,000 is proposed to be budgeted in each of the next 5 years.

The photo below shows the existing blue spectator seats along the south side of the arena as well as the red seats which were installed in advance of the RBC Cup hosted at the facility in 2008.



Parks and Recreation

Project Name: King George Park Washroom

Funding: \$25,000 Tax Base

This project involves the transport of an existing portable to King George Park and its conversion into a public washroom.

The portable was acquired through the purchase of a former school property at the corner of Ninth and McConnell.

This is the second year of a two year project. As part of the 2018 approved budget, \$25,000 was budgeted to relocate the portable from its current location to King George Park. In 2019, an additional \$25,000 is budgeted to convert the relocated portable into a public washroom.



Since the demolition of the former clubhouse at King George Park, the City pays for porta potties to provide temporary washroom facilities at the park through the summer months. This project would address the need for a more permanent washroom facility.

The photo below illustrates the proposed location of the washroom facility outside of the field fencing beyond right field.



Parks and Recreation

Project Name: Bikepath Retaining Wall Structure Replacement

Funding: \$1,000,000 Financing

Four retaining walls located along the Montreal Rd. bikepath have deteriorated as a result of exposure to road salt and have begun to fail.

The existing retaining walls total approximately 800m in length and range in height between 0.6m and 1.5m. The retaining walls are required to provide support for the bikepath, due to the difference in elevation between the bikepath and the existing slope along the river bank. As the walls continue to fail, erosion of the bikepath surface can be expected, resulting in the temporary closures of the bikepath in these sections.

In order to facilitate the replacement of the retaining wall systems, the existing bikepath and railing system will also require removal and replacement.

It is proposed to replace the existing wall with another soil retention system that is proven to be more resistant to road salt. Also, as part of the design of the replacement retention system, care will be taken when designing the surrounding grading to direct salt laden stormwater runoff away from any precast concrete or steel products.

It is anticipated to complete the surveying and design work in 2019, then tender the project for 2020 construction. The estimated project budget includes the surveying and design costs as well as construction costs. Inset are two photos of sections of retaining wall that are in the worst condition.



Parks and Recreation

Project Name: Emerald Ash Borer

Funding: \$300,000 Financing

The purpose of the Emerald Ash Borer (EAB) program is to deal with the Emerald Ash Borer, an invasive species which kills ash trees. The program involves the removal of infected ash trees, injecting existing ash trees with a treatment to deter EAB insects, and planting replacement trees.



This capital project is a continuation of the program as approved by Council in 2014.

The Emerald Ash Borer is confirmed to be well established in the Cornwall Area, and the effect on the local ash tree population is becoming increasingly evident. Staff annually review the City's existing ash tree inventory and identify trees that require removal. The plan provides replanting of removed trees on a one to one ratio.

The EAB Management Plan is anticipated to be a 10-15 year long project, which will inevitably result in the removal of all ash trees from municipally-owned properties. The photo below provides an example of the damage that can result from the Emerald Ash Borer. The same street pictured here within a 3-year time period.



Parks and Recreation

Project Name: Bicycle Path Repairs

Funding: \$50,000 Gas Tax

This project will address Health/Safety issues with the existing bicycle path systems within the City's boundaries.

This project is an annual project that typically allows for the resurfacing of approximately 1-1.5 kilometers of the City's existing bicycle path infrastructure. The City maintains approximately 40km of bicycle paths within the City boundaries. This level of funding allows the paths to be resurfaced on a 30-35 year cycle.

Typically this annual maintenance work is included within the City's Various City Streets Asphalt Resurfacing Tender in order to obtain the most competitive pricing. However, should the proposed Montreal Rd. Retaining Wall project be approved, we would resurface areas of the bikepath along Montreal Rd. in between the sections of the path where the retaining wall is proposed to be reconstructed and include this work as part of the retaining wall project tender. By coordinating this resurfacing work with the proposed retaining wall construction work, a continuous section of bikepath, approximately 2km long, would be rehabilitated.

This photo shows a section of existing bikepath along Vincent Massey Dr. adjacent to Guindon Park.



Parks and Recreation

Project Name: Docks at RCAF and Guindon Park

Funding: \$80,000 Tax Base

The existing docks at both Guindon Park and the RCAF boat launch are aging and will need to be replaced. In 2019, this capital project will include replacement docks for the RCAF boat launch.

This multiyear project was originally proposed to replace the docks over multiple years, with the RCAF docks being first (approved in the 2018 budget) and the Guindon Park docks proposed for 2019.

However, in the fall of 2018, this project was deferred as a cost saving measure to offset operating budget overages. As a result, the RCAF docks are proposed to be replaced in 2019 and the Guindon Park docks in 2020.

The existing docks at the RCAF boat launch are founded on steel float systems. Cranes are used to install and remove the docks at the beginning and end of each season. Due to the age of the existing docks, Administration is concerned that if an existing dock float were to puncture, the dock would need to be removed for the remainder of the boating season.

It is proposed to replace the existing docks using docks founded on aluminum floats with wheels mounted to the underside. Docks could then be towed up and down the boat launch at the beginning and end of each season, thus negating the requirement to use cranes.



A dock at RCAF being removed by crane for the purposes of a repair in August 2017.



An aerial photo of the boat launch in Lamoureux Park behind the RCAF.

2019 TEN YEAR CAPITAL FORECAST

CAPITAL FORECAST FOR THE YEARS 2019 - 2028

FACILITIES	DESCRIPTION	EXPENDITURE									
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
1	COMPLEX										
	Recreation Master Plan Update	60									
	Main Concourse Renovations										
	Restaurant Equipment Upgrade					75					
	Arena Spectator Seat Replacement	55	55	55	55	55					
	Office Upgrade (Carpets)					100					
	Parking Lot Improvement (Paving / Railings)							200			
	Dressing Room / Hallway & Showers										
	Arc Flash Analysis	125									
	Civic Complex LED Arena Lighting	250									
2	Aquatic Centre										
	Pool Lights / Window Filming										
	Change Room Floors	55		350	350						
	Dectron										
	Slide Repairs / Replacement										
	Filtration Syst. Upgrade						500				
	Heat Recovery Unit Replacement							300		300	
	Aquatic Centre - Other	500				500					
	Ventilation Improvements and UV Disinfection								300		
3	Benson Centre										
	LED Arena Lighting	300									
	Soccer Fields		2,000								
	Dressing Room & Hallway Flooring							100			
	Automotive Room Flooring	80	25								
	Arena Duct Work										
4	Arts Centre										
	Arts Centre Design	300									
	Arts Centre Renovations		5,500								
5	Joe St.Denis Field										
	Phase 1 Replace Existing Field Lighting				300						
	Phase 2 Artificial Turf				1,100	1,100					
6	Outdoor Pools										
	Upgrade Outdoor Pool Filter Systems	55		55							
	Resurface Pool Basins Concrete, 1 Per Year		60	60	60	60	60				
	Menard Park Splash Pad				450						

2019 TEN YEAR CAPITAL FORECAST

CAPITAL FORECAST FOR THE YEARS 2019 - 2028

DESCRIPTION	EXPENDITURE									
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
7 Tennis Courts										
Refurbish One Court Per Year		60	60	60	60	60				
Replace Old Lighting 2 Courts Per Year		50	50	50	50	50				
Saunders Drive (Pickle Ball)		120								
8 Playing Fields	85		60							75
Reg Campbell Ball Netting										
Brian Tardiff Field Lighting			60							
Upgrade Ball Lights At Optimist Park					60					
Upgrade Soccer Lights At Optimist Park				75						
Reg Campbell Parking Improvements	55									
Brian Tardiff Field Netting			110	110						
Optimist Park Soccer Fields										
9 Marina										
Above Ground Fuel Tanks		250		60						
10 Big Ben										
New Snow Gun				60		200				
Replace Tow Lift										
11 Parks & Landscape										
Docks at RCAF and Guindon Park	80	40								
Playground Structure Replacement		120		120		120		120		
Emerald Ash Borer	300	300	300	300	300	300	300	300	300	300
Guindon Park Trail Upgrade										
Off Leach Dog Park (Lamoureux)							90			
Bicycle Path Repairs	50	50	50	50	50	50	50	50	50	50
Outdoor Park Furniture										
Upgrade Of Skate Board Park / Bmx		65				1,000				
King George Park Washroom	25									
Guindon Park Road Improvements		50	50							
Guindon Park Camping										
Arts In The Park Improvements			30							
Bikepath Retaining Wall Structure Replacement	1,000									
RECREATION SERVICES SUBTOTAL	3,375	8,745	1,285	3,140	2,410	2,340	1,040	770	650	425

2019 CAPITAL SUBMISSION

CAPITAL BY BUSINESS UNIT FOR THE YEAR 2019

DESCRIPTION	Page #	2018 GROSS BUDGET	2019 GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			2019 TAX BASE
				GRANTS	FINANCING	DEV. CHARGES	GAS TAX	SPECIFIC RESERVE	
Building / Bylaw Software Upgrade - CityView	C-72		50.0						50.0
Building / Bylaw		-	50.0	-	-	-	-	-	50.0

COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

DESCRIPTION		GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			TAX BASE
			GRANTS	FINANCING	DEV. CHARGES	GAS TAX	SPECIFIC RESERVE	
2018 Council Approved Capital								
2017 Council Approved Capital								
2016 Council Approved Capital								

Building Services and Bylaw Enforcement

Project Name: Software Upgrade – CityView

Funding: \$50,000 Tax Base

CityView municipal software was created by former public sector employees and was designed to serve a wide realm of municipal government operations. The City of Cornwall has been using CityView since 1999 for record management and enforcement, which includes: permit related site inspections and enforcement orders, business licences, animal control, bylaw complaints, property standards, and service performance reporting.

Implemented in 2018, mobile operations have increased Inspector and Bylaw Officer productivity and helped streamline customer service needs. The software supports shorter building permit issuance timelines and reduces paper and manual processes.

The original server based version will no longer be supported in the next two to four years. This upgrade will provide a contemporary web-based solution. Delivery and training is included in the upgrade.

The software is also being used by the Planning Division and work is ongoing towards linking other departments with CityView, (i.e. Fire Department and Municipal Works).

CityView

The screenshot shows the CityView web application interface. The top navigation bar includes tabs for Home, Print, Data, Analysis, Import/Export, Settings, Configuration, Diagnostics, and Documents. Below the navigation bar is a toolbar with icons for Help, Feedback, Search, and various administrative functions. The main content area is divided into sections: 'Parcel Information' with fields for Roll Number, Parent Roll No., Subdivision, Parcel Status, Legal Description, Planning Area, Primary Land Use, Property Value, and Jurisdiction; 'Contacts' with a table for contact information and a 'Comments' section; and 'Addresses' with a table for address information. A right-hand sidebar displays 'Open Catalog Items' and 'Recent Items'.

2019 TEN YEAR CAPITAL FORECAST

CAPITAL FORECAST FOR THE YEARS 2019 - 2028

BUILDING AND BYLAW

DESCRIPTION	EXPENDITURE									
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Software Upgrade - CityView	50									
BUILDING AND BYLAW	50	0	0	0	0	0	0	0	0	0

2019 CAPITAL SUBMISSION

CAPITAL BY BUSINESS UNIT FOR THE YEAR 2019

*Please note all figures are in 000s of dollars

DESCRIPTION	Page #	2018 GROSS BUDGET	2019 GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			2019 TAX BASE
				GRANTS	FINANCING	DEV. CHARGES	GAS TAX	SPECIFIC RESERVE	
ITT									
Microsoft Office Upgrade		40.0	-						
SharePoint implementation		355.0	-						
Corporate Email Replacement		73.0	-						
Desktop Virtualization		340.0	-						
Finance									
Upgrade Accounting System		90.0	-						
Financial Services		898.0	-	-	-	-	-	-	-

COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

DESCRIPTION		GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			TAX BASE
			GRANTS	FINANCING	DEV. CHARGES	GAS TAX	SPECIFIC RESERVE	
2018 Council Approved Capital		898.0		768.0			20.0	110.0
2017 Council Approved Capital		1,200.0	60.0	1,000.0			100.0	40.0
2016 Council Approved Capital		270.0				150.0	30.0	90.0

Financial Services

Financial Services does not have Capital requests for 2019. Staff continue to work on the following multi-year capital projects:

Project Name: Corporate Email Replacement

The Corporation will be changing its email platform from Lotus Notes to Microsoft Outlook. Benefits of replacing Lotus Notes with Outlook: Outlook will run on a Microsoft Exchange Server which will allow for seamless user and object management on the network; Integrates seamlessly with a Microsoft suite of productivity solutions as most software solutions are created to use Outlook for their email functions; Familiar platform for employees; Simplified client setup and troubleshooting; Security appliances have built in tools that can be used with Outlook only.

Project Name: Implementation of SharePoint

SharePoint is the platform for a secure Electronic Document and Records Management System (EDRMS) which ensures legislative and regulatory compliance (including Freedom of Information requests). SharePoint will ensure the safeguarding of the City's vital information, including historical records. SharePoint is an industry leading platform for team collaboration, web portals, intranets/extranets, enterprise search, content management, document sharing, integrated applications, customized workspaces, shared calendars, workflow forms, business process management and application development.

Project Name: Upgrade of the Corporate Phone System

The current phone system is reaching its end of life and replacement components are becoming increasingly difficult to source. Phone systems and their supporting technologies represent a vital tool required by the Corporation to perform its day to day functions and provide customer service both internally and externally. Given the number of service locations, facilities operated by the City and the vast array of services provided, the reliance on these combined technologies becomes a critical component in the Corporation's ability to successfully deliver services.

Project Name: Desktop Virtualization

Virtual desktop infrastructure (VDI) is the practice of hosting a desktop operating system within a virtual machine running on a centralized server. VDI encapsulates a software application into one virtual file which will enable upgrades (for the benefit of the entire Corporation) to be completed in one action. VDI is also a green solution as all applications will be housed on a server which means computers will be replaced by a far less powerful device.

Project Name: Accounting/HR Software Upgrade

Financial Services and HR Services will be implementing Diamond Municipal Solutions, replacing its current accounting and in-house built software applications.

2019 TEN YEAR CAPITAL FORECAST

CAPITAL FORECAST FOR THE YEARS 2019 - 2028

FINANCIAL SERVICES

DESCRIPTION	EXPENDITURE									
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
INFORMATION TECHNOLOGY										
Microsoft Office Upgrade		100		150	165	150		200		200
SharePoint Application Development and Procurement				100			200			100
Corporate Phone System - Upgrade Infrastructure					80				150	
Desktop Virtualization - Upgrade Infrastructure				100			100			
Storage		100		75	100		100	150		125
Servers and virtual licencing - Renewal Costs			100		100	100			100	
Network							100			
ITT Strategic Plan		75								
Other ITT Requirements		225	300	75	55	250	0	0	150	75
FINANCE										
Upgrade Accounting Systems								150		
Tax / Water System Upgrade									100	
Budgeting Software Upgrade			100							
FINANCIAL SERVICES	0	500	500	500	500	500	500	500	500	500

2019 CAPITAL SUBMISSION

CAPITAL BY BUSINESS UNIT FOR THE YEAR 2019

*Please note all figures are in 000s of dollars

DESCRIPTION	Page #	2018 GROSS BUDGET	2019 GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			2019 TAX BASE
				GRANTS	FINANCING	DEV. CHARGES	GAS TAX	SPECIFIC RESERVE	
FIRE SERVICES									
Fire Headquarters and Training Centre	C-78		3,231.2		2,900.0	331.2			
Rescue Boat	C-79		90.0					90.0	
Training Centre - Site Preparation		60.0							
Fire Services Total		60.0	3,321.2	0.0	2,900.0	331.2	0.0	90.0	0.0

COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

DESCRIPTION		GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			TAX BASE
			GRANTS	FINANCING	DEV. CHARGES	GAS TAX	SPECIFIC RESERVE	
2018 Council Approved Capital		60.0						60.0
2017 Council Approved Capital		50.0						50.0
2016 Council Approved Capital								

Fire Services

Project Name: Fire Headquarters and Training Centre

Funding: \$8.7M (3 year project, equally budgeted at \$2.9M per year)

A new Fire Station is included in the City's Long-Term Financial Plan in the year 2020. Throughout the construction period, the City will short-term borrow (if necessary) for project costs until the project is complete. It is proposed that the project be funded through financing and development charges.

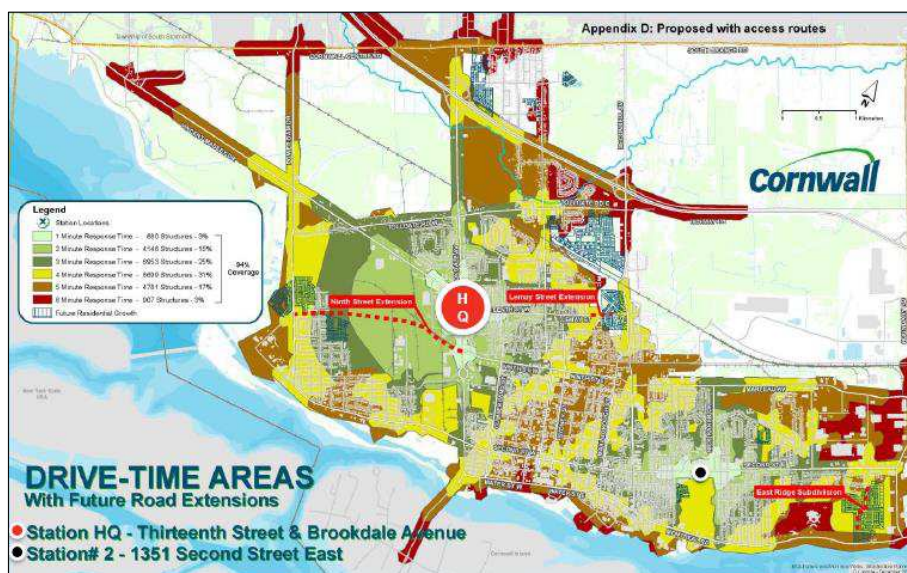
Over the years, the City has undertaken numerous studies and modeling exercises which demonstrated that:

- moving the current fire station headquarters to the northwest quadrant of the City (in the general vicinity of the intersection of Brookdale Avenue and Vincent-Massey Drive) would improve fire service response times and avoid duplication of coverage; and,
- the Cornwall Fire Service (CFS) would benefit from development of a Training Centre alongside the proposed Fire Station. Currently, 61 CFS staff members are sent offsite to receive training which results in time off from regular duty, additional compensation and training schedule planning difficulties (CFS staff is dependent on the external training agency's availability making it difficult to achieve annual training goals).



Colliers Project Leaders was engaged by the City to complete a Business Plan to identify potential sites, space requirement, schematic facility space layout and needs, affordability, physical components, suitable location and cost estimates for the proposed Fire Station and Training Centre in the City's northwest quadrant. As a result of this study, which will be presented to Council in 2019, we have clarity on the projected class "D" estimate¹ for the new station.

The department is proposing to begin the process with the purchase of land in 2019 in order to design build by 2021. Please note that this project is financed, and as such, the direct impact to the budget is through financing charges.



¹ Class "D" estimate is a projected unit cost analysis format (such as cost per m² or other measurement unit) based upon a list of project requirements (ie. scope) and assumptions.

Fire Services

Project Name: Rescue Boat

Funding: \$90,000 Equipment and Vehicles Reserve

The Cornwall Fire Services rescue boat has reached its end of life. Our attempts at maintaining it in operational condition has been impacted by a major break in the internal ballasts. The boat is partially inflatable, and therefore cannot be welded or fixed in any meaningful way.

The *Canadian Coast Guard* is looking for primary Search and Rescue capabilities in this area. They have recommended that, if we were properly equipped with a 25-30ft boat with twin engines, they would provide training and logistical support. The Cornwall Fire Service would then provide increased operational capabilities under reasonable year-over-year investments.

This capital request is to purchase an appropriate boat to meet our water-based rescue mandate, as outlined in our Establishing and Regulating bylaw.



2019 TEN YEAR CAPITAL FORECAST

CAPITAL FORECAST FOR THE YEARS 2019 - 2028

FIRE SERVICES

DESCRIPTION	EXPENDITURE									
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Facilities										
Fire Headquarters and Training Centre	2,900	2,900	2,900							
Fleet Vehicles										
Pumper 3 Replacement			750							
Aerial 1 Truck Replacement							1,000			
Support Vehicles		76			87			60		
HazMAT										
Equipment										
Rescue Boat	90									
Extrication Equipment		64								
Training Center Equipment		25		60					100	50
General Equipment		10								
FIRE SERVICES SUBTOTAL	2,990	3,075	3,650	60	87	0	1,000	60	100	50

2019 CAPITAL SUBMISSION

CAPITAL BY BUSINESS UNIT FOR THE YEAR 2019

*Please note all figures are in 000s of dollars

DESCRIPTION	Page #	2018 GROSS BUDGET	2019 GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			2019 TAX BASE
				GRANTS	FINANCING	DEV. CHARGES	GAS TAX	SPECIFIC RESERVE	
Cornwall SDG Paramedic and Emergency Management Services									
Ambulance Replacement	C-82	783.0	525.0					525.0	
Toughbook Computers	C-83	58.0	58.0					58.0	
Defibrillators	C-84		29.0					29.0	
PAD Program (Defibrillators)	C-85	141.0	17.0					17.0	
PAD Vehicle Replacement	C-86		31.0					31.0	
Automatic CPR Devices		70.0							
Cornwall SDG Paramedic and Emergency Management Services		1,052.0	660.0	-	-	-	-	660.0	-

COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

DESCRIPTION		GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			TAX BASE
			GRANTS	FINANCING	DEV. CHARGES	GAS TAX	SPECIFIC RESERVE	
2018 Council Approved Capital		1,052.0		435.0			617.0	
2017 Council Approved Capital		497.0					497.0	
2016 Council Approved Capital		589.0					589.0	

Cornwall SDG Paramedic & Emergency Management Services

Project Name: Ambulance Replacement

Funding: \$525,000 Land Ambulance Reserve

The fleet renewal program for ambulances is ongoing, with approximately three replaced each year. Ambulances are replaced in regular intervals in order to maintain their reliability as increased repair costs and downtime begins to occur at 54 months. The three ambulances included in the 2019 budget submission are expected to be delivered by the Spring of 2019.

The ambulances being replaced have over 350,000 kilometers. Although regular fleet maintenance is preformed, the number of repairs tends to increase with older vehicles, leading to more downtime and increased costs. Reliability of the ambulance fleet is integral to the ability to respond to emergencies.

A new ambulance is estimated to cost \$175,000. The total cost for three new ambulances is \$525,000. The old ambulances are sold and generate approximately \$8,000 to \$9,000 in revenue depending on the condition.

As per report 2018-66-PU, Council approved the purchase of these ambulances in 2018. This was done to secure the best price, as well as giving sufficient manufacturing lead time to ensure delivery by Spring of 2019.



Cornwall SDG Paramedic & Emergency Management Services

Project Name: Toughbook Computers

Funding: \$58,000 Land Ambulance Reserve

Toughbooks are portable computers used by paramedics in the field. They differ from regular portable laptop computers in that they must be built to withstand the rugged conditions which are inherent in the paramedic business. They are also mounted into restraints when used in moving vehicles.

These computers are essential for Paramedics in order to meet documentation standards. They are instrumental for data retention and data analysis. They are also used to transfer patient charts to the hospital which is essential to continuation of care for the patient. These computers can also be used for navigational assistance in the field.



The expected useful life is approximately 5 years. The computers purchased in 2019 are scheduled to replace those in the field which are reaching the end of their useful life. There are approximately 11 computers scheduled for replacement in 2019.

Each Toughbook computer is approximately \$5,200, for a total cost of approximately \$58,000.

The retired computers are well used. The possibility of resale for these units is unlikely as the cost to repair them is nearing the price of a new computers.

Cornwall SDG Paramedic & Emergency Management Services

Project Name: Defibrillators

Funding: \$29,000 Land Ambulance Reserve

With increased demand for the Community Paramedic (CP) program, an additional defibrillator is required.

The Community Paramedic (CP) program has the demand to staff two or more paramedics per day. This is an increase of one paramedic per day, which will be staffed using paramedics on modified duty. This project would enhance the current complement to allow more than one community paramedic staffed each day.

The objective of this program is to manage non emergency patients without the utilization of an ambulance. Success in this program is measured by the number of hours an ambulance is available. Available ambulances are instrumental to response times.

Community Paramedics are limited by the resources available. The demand in the community is great and the opportunity to utilize medics in a different capacity would contribute to community well-being.



Cornwall SDG Paramedic & Emergency Management Services

Project Name: PAD Program (Defibrillators)

Funding: \$17,000 Land Ambulance Reserve

Paramedic Services is requesting to use \$17,000 from the Land Ambulance Reserve for the replacement of defibrillators.

Public Access defibrillators are the devices located in municipally-owned buildings which can be used to deliver a shock to a person who has suffered a sudden cardiac arrest. The key to surviving an out of hospital cardiac arrest is the delivery of a shock while the heart remains in ventricular fibrillation or ventricular tachycardia. The more points of access to a defibrillator is thought to increase the chance one will be available when needed.



Paramedic Services is anticipating that approximately 53 units will need to be replaced in 2019. Each unit is just under \$3,000.

In 2018, \$141,000 was budgeted to replace 47 units. These units passed their yearly maintenance inspections, meaning that they exceeded their life cycle replacement expectations. Based on the fact they all passed the yearly test, it was deemed that they should remain in service for another year.

With \$141,000 being carried forward from 2018, the additional funds required in 2019 for this capital project is \$17,000.

Cornwall SDG Paramedic & Emergency Management Services

Project Name: PAD Vehicle Replacement

Funding: \$31,000 Land Ambulance Reserve

This vehicle is primarily used by the Public Access Defibrillation (PAD) program. The former PAD vehicle was a retired 2007 first response vehicle. This vehicle reached the end of its life expectancy part way through 2018 and has been removed from the road for safety reasons.

There are over 114 public access defibrillators located throughout SDG and these defibrillators are part of a regular maintenance program. Access to the various defibrillator sites is limited to the hours of operation of the buildings, making it difficult to coordinate with existing vehicles within the fleet.

The defibrillators are located throughout Cornwall, Stormont, Dundas and Glengarry. It is vital that these units follow the recommended maintenance schedule to ensure the Public Access Defibrillators function as intended.



Three costing models were explored (ie. leasing the vehicle or paying mileage). The option to purchase the vehicle is the most cost effective solution.

Paramedic Services has also budgeted an increase in CPR instruction so that Citizen CPR is enhanced. This vehicle would also be utilized to accommodate this initiative.



2019 TEN YEAR CAPITAL FORECAST

CAPITAL FORECAST FOR THE YEARS 2019 - 2028

Cornwall SDG Paramedic and Emergency Management Services

DESCRIPTION	EXPENDITURE									
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Cornwall SDG Paramedic and Emergency Management Services										
Ambulance Replacement	525	525	350	525	350	700	525	525	525	525
First Response Vehicles		80			240		160			
Toughbook Computers	58	58	58		58	58	58			58
Defibrillators	29	460							500	
Emergency Command Vehicle					150					
Pad Program (Defibrillators)	17		36	156	33	141	17	90	36	
Stair Chairs										
PAD Vehicle Replacement	31							42		
Automatic CPR Devices							200	175		
Stretchers							60			
Study		60								
Cornwall SDG Paramedic and Emergency Management Services Subtotal	660	1,183	444	681	831	899	1,020	832	1,061	583

2019 CAPITAL SUBMISSION

CAPITAL BY BUSINESS UNIT FOR THE YEAR 2019

*Please note all figures are in 000s of dollars

DESCRIPTION	Page #	2018 GROSS BUDGET	2019 GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			2019 TAX BASE
				GRANTS	COUNTIES	DEV. CHARGES	GAS TAX	SPECIFIC RESERVE	
GLEN STOR DUN LODGE									
Flooring Replacement - Third Floor	C-89	150.0	100.0		30.0				70.0
Resident Equipment	C-90	65.0	55.0		16.5				38.5
Building Requirements - Various	C-91		48.0		14.4				33.6
Kitchen Equipment Replacement	C-92	75.0	50.0		15.0				35.0
Building Requirements - Air Conditioning Units	C-93	15.0	44.0		13.2				30.8
Building Requirements - Elevators	C-94		60.0		18.0				42.0
Building Requirements - Lighting	C-95		42.0		12.6				29.4
Building Requirements - Building Management Upgrades		70.5							
Building Requirements - Exterior		50.0							
Building Requirements - Retaining Wall, Fencing, and Lattice		96.0							
Building Requirements - Furniture		55.0							
Glen Stor Dun Lodge		576.5	399.0	-	119.7	-	-	-	279.3

COUNCIL APPROVED CAPITAL BUDGETS FROM PRIOR YEARS

DESCRIPTION		GROSS SUBMISSION	EXTERNAL FUNDING		RESERVES			TAX BASE
			GRANTS	COUNTIES	DEV. CHARGES	GAS TAX	SPECIFIC RESERVE	
2018 Council Approved Capital		576.5		173.0				403.6
2017 Council Approved Capital		526.0		157.8				368.2
2016 Council Approved Capital		524.5		157.4				367.1

Glen Stor Dun Lodge

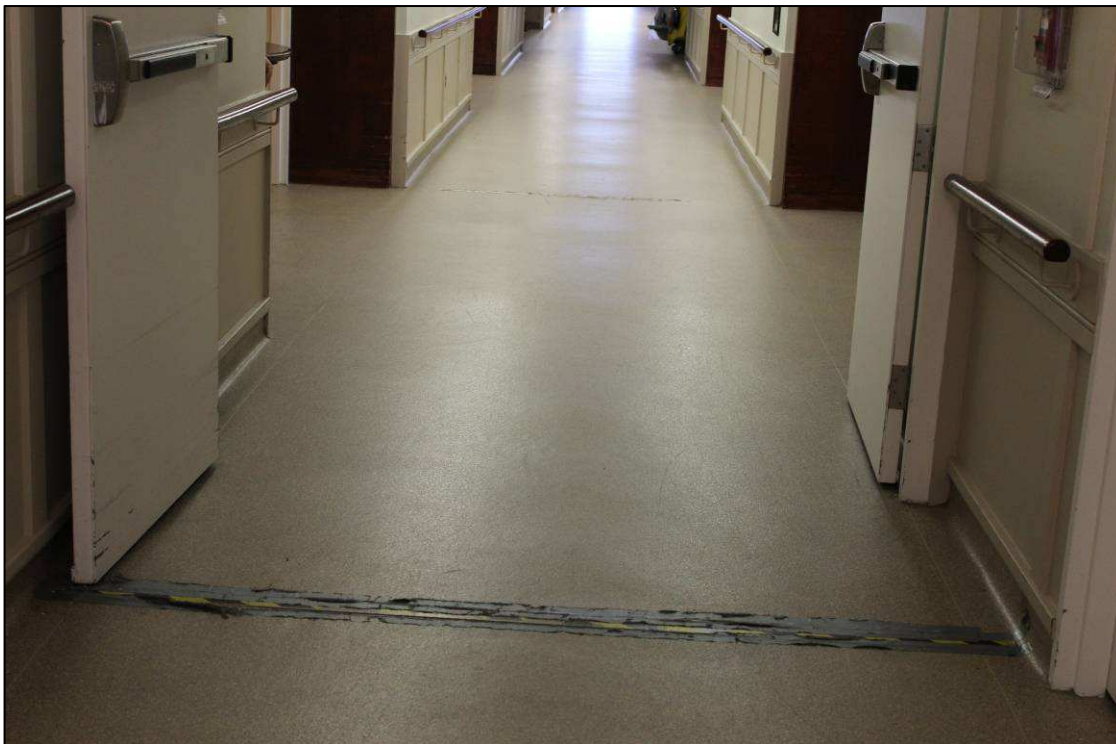
Project Name: Flooring Replacement – Third Floor

Funding: \$ 70,000 Tax Base
 30,000 Counties
 \$100,000

Over the past few years, replacement of the original flooring at the GSDL has been addressed. For example, the flooring in the fourth floor hallways and common areas have been replaced as well as the majority of ground floor.

This project will address the resident's rooms and hallways on the third floor. This floor is aging and reaching the end of its useful life. New flooring is non-skid and low maintenance, which provides better infection control. The flooring is easier for our staff to maintain and requires less time for cleaning and maintenance.

This project is part of our asset replacement program which agrees with the City's Asset Management Plan.



Glen Stor Dun Lodge

Project Name: Resident Equipment

Funding: \$38,500 Tax Base
16,500 Counties
\$55,000

Floor Lifts (\$15,000)

To manage the complex resident population, new floor lifts continue to be needed. These lifts are part of an ongoing replacement program. Some of our present lifts are no longer serviceable. This will provide a wider range of capabilities to better serve our residents. In 2019, we are requesting one new lift.

Ceiling Lifts (\$15,000)

As per our lift replacement program, we have started adding additional ceiling lifts in our resident rooms. We currently have 21 out of the 120 rooms set up with this equipment. Our goal is to install ceiling tracks in every room with the capability of adding a lift mechanism to the track as needed. This project will address approximately 8 lifts.

Electric beds (\$25,000)

Similar to our lift replacement program initiated in 2017, we have begun replacing electric beds as replacement parts are becoming obsolete. We currently have 38 beds spread throughout the facility. With new Hi-Low beds estimated at \$2,000 each, we are requesting that approximately 12 beds will be replaced in 2019.



Glen Stor Dun Lodge

Project Name: Building Requirements - Various

Funding: \$33,600 Tax Base
\$14,400 Counties
\$48,000

The items below are part of the GSDL asset replacement programs which agrees with the City's Asset Management Plan. Items identified for replacement in 2019 are:

Asphalt repairs (\$15,000)

The asphalt surrounding the Lodge is originally from 1994 when the facility was first built. In 2018, half of the west side entrance was resurfaced along with new curbing and a catch basin. This project will address the other half of the entrance.

Door handle replacement - Year 1 of 4 (\$17,000)

All the door handles are original to the building. In the early 2000s the keying system changed to a more modern master system. In the last few years, many door handles required repairs, but parts are becoming more difficult to source. The replacement program will be phased-in over the next 4 years with 85 handles being changed each year. As handles are replaced, parts will be kept to ensure the functionality of the remaining handles. Each unit is estimated to be approximately \$200.



Sink and accessory replacement - Year 1 of 4 (\$16,000)

The sink, pipes and taps are original to the building. In the past few years both the taps and the pipes have corroded to the point where they have become unrepairable. Within the last couple of years, the chrome/copper pipe system has been converted to an abs/pvc system. This proposed capital project will be phased-in over 4 years. Approximately 40 units will be replaced each year at an estimated cost of \$400 each.



Glen Stor Dun Lodge

Project Name: Kitchen Equipment Replacement

Funding: \$35,000 Tax Base
15,000 Counties
\$50,000

Dining Room Furniture: \$17,000

Much of the dining room furniture has reached the end of its useful life. In 2018, new chairs were purchased for the second floor dining areas. In 2019, the chairs on the third floor have been identified for replacement. These chairs are specifically designed for health care, assuring the height is appropriate for the senior population and the seat material is made of soil proof crypton fabric.



As well, we are experiencing more complexity with resident admissions. In order to accommodate the needs of this demographic, there is a need for a new dining room table solution. These tables are designed for the health care field.

Smaller Dietary Equipment: \$33,000

The 2019 budget includes a continued investment in smaller equipment used in our kitchen and serveries. Many pieces of equipment that have exceeded their useful life include: Refrigerators, meat slicer, food cutter, water/ice machine, serving counters, and carts.

Glen Stor Dun Lodge

Project Name: Building Requirements - Air Conditioning Units

Funding: \$30,800 Tax Base
\$13,200 Counties
\$44,000

The GSDL is requesting funds to replace a variety of units that were installed in 1994. These units are reaching the end of their useful life and require ongoing repairs.

Replacement of these units will be staggered over the next 5 years as part of our asset replacement program which agrees with the City's Asset Management Plan.

Units identified for replacement in 2019 are:

Air conditioning units in 3 nursing and office areas (\$16,500)

These are original to the facility and repairs are becoming costly. Some units have been replaced in previous years.

Air supply unit in the tea room (\$20,000)

There are 4 air supply units throughout the Lodge. The air supply unit in the Tea Room has been problematic over the past year and has required on-going repairs. It has been identified as being a priority for 2019.

Fan centre circulation blowers on ground floor (\$7,500)

These blowers are situated in every common area. They work year round to circulate air as required. Original to the building, many of the motors are beyond repair. A total of 28 units have been identified for replacement in 2019 at approximately \$265 each.



Glen Stor Dun Lodge

Project Name: Building Requirements - Elevators

Funding: \$42,000 Tax Base
\$18,000 Counties
\$60,000

The GSDL has two passenger elevators as well as one service elevator. These elevators will be 25 years old this year. This project will address component modernization, which is anticipated in the next two years. This is a multi-year project that will be phased-in over the next two years with the project commencing in 2020.

Some of the major components of the modernization that will need to be addressed are:

- a) The door operators which maintain door speed and increase the elevator reliability, provide a smoother and quieter ride while improving passenger safety.
- b) The optiguard is a door protection system that uses infrared emitters and detectors to create an invisible safety net across the elevator entrance.
- c) Door restrictors are components that prevent residents from opening the door when the elevator is stalled between floors. The change is to meet elevator safety codes.
- d) Solid state starters eliminate power surges which reduce the impact on electrical equipment and minimize competition from electricity between lights, computers and elevators. They also prevent elevator motors from burning out by adjusting the current. Additionally, they reduce downtime, optimize motor start-up time and provide quieter operation.

This item is part of the asset replacement program which agrees with the City's Asset Management Plan.



Glen Stor Dun Lodge

Project Name: Building Requirements - Lighting

Funding: \$29,400 Tax Base
\$12,600 Counties
\$42,000

The Ministry of Health regulates the Lux (unit of measure for illuminance) required in different areas of the home under the O. Reg. 79/10 Sec. 18 of the Long Term Care Homes Act. The regulation requires the home to have minimum levels of lighting in various areas of the facility as well as minimum continuous levels in specific other spaces.

We have identified areas we believe may not be in compliance. For example, lighting on the main floor shows a variety of lighting levels and shadows. Furthermore, the majority of the lighting is original to the building and is not energy efficient. We are requesting that all lighting fixtures be reviewed and replaced over the next 4 years as part of an asset renewal program.

There are approximately 200 fixtures per floor and the average replacement cost is estimated to be \$210 per unit. Also, it is anticipated that some electrical work will be required during this project.

This is the first year of a four year replacement program. Lighting on the fourth floor has been identified for replacement in 2019 and will begin with Resident Care areas.



2019 TEN YEAR CAPITAL FORECAST - GLEN STOR DUN LODGE

CAPITAL FORECAST

FOR THE YEARS 2019 - 2028

DESCRIPTION	EXPENDITURE									
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
1 BUILDING REQUIREMENTS										
Outdoor Furniture Replacement				25.0					20.0	
Indoor Furniture Replacement				20.0					20.0	
Awning								75.0		45.0
Building Management System Upgrade										
Hot water tank replacement - Domestic			40.0	15.0						
Hot water tank replacement - Kitchen										
Hot water tank replacement - Laundry										
Hydronic Boiler System Replacement										
Air conditioning Units- Office& Nursing areas	16.5	22.0	16.5		300.0					
Back up Generator										
Air Supply Unit # 1 - Building			125.0							
Air Supply Unit # 2 - Kitchen	20.0			100.0					20.0	20.0
Air Supply Unit # 3 - Tea Room										
Air Supply Unit # 4 - Chapel	7.5	20.0	7.5	7.5						
Fan centre circulation blowers		7.5								
Brick veneer										
EIFS Work										
Fencing Work										
Concrete Stone Work	15.0						20.0			
Asphalt paving	17.0	17.0	17.0	17.0						
Door handle replacement program	16.0	16.0	16.0	16.0						
Sink and accessory replacement program	60.0	200.0								
2 passenger elevator hydraulic modernization		75.0	75.0				130.0			
2 passenger inground cylinder replacement										
1 passenger elevator hydraulic modernization	42.0									45.0
Lighting 4th Floor										
Lighting 3rd Floor		42.0	42.0							
Lighting 2ndFloor				42.0						
Lighting Ground Floor		30.0								
Mahogany refinishing program										
Total Building Requirements	194.0	429.5	339.0	242.5	300.0	0.0	150.0	75.0	60.0	110.0

2019 TEN YEAR CAPITAL FORECAST - GLEN STOR DUN LODGE

CAPITAL FORECAST

FOR THE YEARS 2019 - 2028

DESCRIPTION	EXPENDITURE									
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
2 FLOORING REPLACEMENT	100.0	150.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Third Floor Resident rooms										
Ground Floor West Wing										
Ground Floor East Wing										
Common Areas										
Fourth Floor Resident rooms										
Total Flooring Replacement	100.0	150.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
3 KITCHEN / LAUNDRY EQUIPMENT	17.0	105.0	20.0	30.0	20.0	50.0	30.0	45.0	25.0	50.0
Condensers for Main Kitchen Fridge & Freezers										
Dining Room Chairs, Tables & Furnishings										
Range, Oven and Open fry pot										
Servvery redesign x 6										
Other dietary equipment										
Washers (Laundry)										
Dryers (Laundry)										
Air Conditioning										
Total Kitchen / Laundry Equipment	50.0	190.0	112.0	30.0	65.0	50.0	30.0	45.0	90.0	145.0
4 RESIDENT EQUIPMENT	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0
Ceiling Lifts										
Floor Lifts										
Electric Beds										
Bath Tubs										
Blanket Warmers										
Bedroom Furniture										
Floor Furnishings										
Mattresses										
Beauty Parlor Furnishings										
Total Resident Equipment	55.0	130.0	55.0	100.0	75.0	110.0	115.0	140.0	125.0	60.0
Total Capital	399.0	899.5	606.0	472.5	540.0	260.0	395.0	360.0	375.0	415.0

2016 - 2019 Employee Comparison

	2016	2017	2018	2019	Change
Council					
Mayor	1.0	1.0	1.0	1.0	0.0
Council	10.0	10.0	10.0	10.0	0.0
Full Time	0.5	0.5	0.5	0.5	0.0
CAO					
Full Time	2.5	2.5	2.5	2.5	0.0
Students	0.0	0.0	0.0	0.0	0.0
Clerk's Department					
Full Time	6.0	6.0	5.0	4.0	-1.0
Part-time Hours	345.0	65.0	35.0	35.0	0.0
Elections					
Election Temporary (Hours)	0.0	0.0	910.0	0.0	-910.0
Human Resources					
Full Time	6.5	6.0	6.0	6.0	0.0
Students	0.0	0.0	0.0	0.0	0.0
Part-time Hours	0.0	0.0	0.0	0.0	0.0
Financial Services					
Full Time	24.0	25.0	25.0	25.0	0.0
Students	2.0	2.0	2.0	0.0	-2.0
Part-time Hours	0.0	0.0	0.0	0.0	0.0
Fire Services					
Full Time	64.0	64.0	64.0	64.0	0.0
Part-time Hours	0.0	0.0	0.0	0.0	0.0
Department of Shared Services					
Social Housing					
Full Time	6.0	9.0	10.0	10.0	0.0
Contract Position	1.0	1.0	1.0	1.0	0.0
Part-time Hours	910.0	1,274.0	1,274.0	0.0	-1,274.0
Social Support Services					
Full Time	71.0	68.0	67.0	66.0	-1.0
Contract Position	1.0	0.0	3.5	1.5	-2.0
Students	4.0	4.0	0.0	0.0	0.0
Part-time Hours	3,498.0	2,369.0	2,369.0	2,182.0	-187.0
Glen-Stor-Dun Lodge					
Full Time	87.0	87.0	87.0	88.0	1.0
Contract Position	0.0	0.0	0.0	0.0	0.0
Part-time Hours	112,091.0	113,695.0	115,990.0	118,017.0	2,027.0
Emergency Medical Services					
Full Time	79.0	79.0	79.0	78.0	-1.0
Students	3.0	3.0	0.0	0.0	0.0
Part-time Hours	34,774.0	38,779.0	39,611.0	47,234.0	7,623.0
SUB-TOTAL					
Full Time	243.0	243.0	243.0	242.0	-1.0
Contract Position	2.0	1.0	4.5	2.5	-2.0
Students	7.0	7.0	0.0	0.0	0.0
Part-time Hours	151,273.0	156,117.0	159,244.0	167,433.0	8,189.0

2016 - 2019 Employee Comparison

	2016	2017	2018	2019	Change
Municipal Works, Infrastructure Planning and Municipal Works					
Municipal Works Division					
<u>Municipal Works Administration</u>					
Full Time	9.0	9.0	9.0	9.0	0.0
Part-time Hours	400.0	1,550.0	1,550.0	1,550.0	0.0
<u>Property</u>					0.0
Full Time	9.5	9.5	9.5	9.5	0.0
Part-time Hours	4,600.0	4,600.0	5,640.0	6,680.0	1,040.0
<u>Garage</u>					
Full Time	6.0	6.0	6.0	6.0	0.0
Part-time Hours	0.0	2,080.0	1,040.0	0.0	-1,040.0
MW Roads Section					
<u>Roads Summer</u>					
Full Time	7.5	7.5	7.5	7.5	0.0
Part-time Hours	3,710.0	2,670.0	2,670.0	2,670.0	0.0
Students	0.0	0.0	0.0	0.0	0.0
<u>Roads Winter</u>					
Full Time	6.5	6.5	6.5	6.5	0.0
Part-time Hours	4,210.0	3,170.0	3,170.0	3,170.0	0.0
<u>Traffic Flow</u>					
Full Time	4.0	4.0	4.0	4.0	0.0
Students	5.0	5.0	5.0	5.0	0.0
School Crossing Guards	20.0	20.0	20.0	20.0	0.0
Part-time Hours	240.0	240.0	240.0	240.0	0.0
Transit Division					
<u>Transit Operations</u>					
Full Time	35.0	35.0	35.0	36.0	1.0
Part-time Hours	4,185.0	4,185.0	5,285.0	4,245.0	-1,040.0
<u>Transit Maintenance</u>					
Full Time	11.0	11.0	11.0	11.0	0.0
Part-time Hours	920.0	920.0	920.0	920.0	0.0
Infrastructure Planning Division (Engineering)					
Full Time	13.5	14.5	14.5	14.5	0.0
Students	6.0	6.0	6.0	6.0	0.0
Part-time Hours	1,860.0	480.0	480.0	480.0	0.0
Environmental Services Solid Waste					
Full Time	3.0	3.0	3.0	3.0	0.0
SUB-TOTAL					
Full Time	105.0	106.0	106.0	107.0	1.0
Part-time Hours	20,125.0	19,895.0	20,995.0	19,955.0	-1,040.0
Students	11.0	11.0	11.0	11.0	0.0
School Crossing Guards	20.0	20.0	20.0	20.0	0.0

2016 - 2019 Employee Comparison

	2016	2017	2018	2019	Change
Department of Planning, Development & Recreation					
Economic Development					
Full Time	3.0	5.0	5.0	6.0	1.0
Contract Position Business Centre (ongoing)	1.0	1.0	1.0	1.0	0.0
Contract Position Business Centre (Part time Admin Support)	1.0	1.0	1.0	1.0	0.0
Students	1.0	2.0	2.0	2.0	0.0
Planning Department					
Full Time	6.0	5.0	5.0	5.0	0.0
Students	1.0	1.0	1.0	1.0	0.0
Parking Enforcement					
Full Time	3.0	3.0	3.0	3.0	0.0
Students	1.0	0.0	0.0	0.0	0.0
By-law Enforcement Services					
Full Time	3.5	4.0	4.0	4.0	0.0
Students	2.0	2.5	1.5	1.5	0.0
Part-time Hours	210.0	210.0	160.0	160.0	0.0
Building Services					
Full Time	9.5	10.0	10.0	10.0	0.0
Contract Position	1.0	0.0	0.0	0.0	0.0
Students	1.0	0.5	0.5	0.5	0.0
Part-time Hours	210.0	210.0	210.0	210.0	0.0
Parks and Recreation Services					
<u>Recreation Programming</u>					
Full Time	13.0	13.0	13.0	13.0	0.0
Part-time Hours	44,302.0	44,441.0	44,450.0	44,103.0	-347.0
<u>Recreation Facilities</u>					
Full Time	21.5	22.0	22.0	22.0	0.0
Part-time Hours	22,567.0	22,253.0	22,253.0	25,563.0	3,310.0
<u>Parks and Landscaping</u>					
Full Time	12.0	12.0	12.0	12.0	0.0
Contract Position	1.0	1.0	0.0	0.0	0.0
Students	1.0	1.0	1.0	1.0	0.0
Part-time Hours	11,184.0	11,184.0	9,090.0	5,835.0	-3,255.0
SUB-TOTAL					
Full Time	71.5	74.0	74.0	75.0	1.0
Contract Position	4.0	3.0	2.0	2.0	0.0
Students	7.0	7.0	6.0	6.0	0.0
Part-time Hours	78,473.0	78,298.0	76,163.0	75,871.0	-292.0

Summary					
Mayor	1.0	1.0	1.0	1.0	0.0
Council	10.0	10.0	10.0	10.0	0.0
Full Time #	523.0	527.0	526.0	526.0	0.0
Election Temporary - # / Hours	0.0	0.0	910.0	0.0	-910.0
Contract Position - # - > 1 year	6.0	4.0	6.5	4.5	-2.0
Students - #	27.0	27.0	19.0	17.0	-2.0
School Crossing Guards #	20.0	20.0	20.0	20.0	0.0
Part-time Hours	250,216.0	254,375.0	256,437.0	263,294.0	6,857.0

Reserves and Reserve Funds

The purpose of Reserves and Reserve Funds is to address long-term funding strategies and to ensure good financial and cash management for the ongoing financial stability of the Corporation. Reserves provide flexibility to manage the financial needs of the City.

Reserves and reserve funds are comprised of funds set aside for specific purposes by Council, legislation, regulation or agreement.

Reserves: Monies set aside by approval of Council and not restricted by legislation. Reserves do not receive an annual interest allocation.

Reserve Funds: Funds that have been set aside either by a bylaw of the municipality or by a requirement of provincial legislation. Municipal councils may set up reserve funds for any purpose for which they have the authority to spend money. Reserve Funds do receive an annual interest allocation.

The City has numerous reserves and reserve funds that are consolidated into four main categories:

1. **Operating Reserves** – these reserves are established for operational purposes and typically carry small balances outside of the working reserve, tax stabilization reserve, and the winter control reserve. Operating reserves can be used to fund items that occur that were not planned and budgeted.
2. **Capital Reserves** – these reserves are to be used to accumulate funds over time to replace and maintain infrastructure and to purchase capital assets (land, facilities, equipment, machinery).
3. **Restricted Reserves (Municipal)** – these reserve funds are for identified purposes and funded from specific revenue sources (e.g. water/sewer rates or building permits).
4. **Restricted Reserves (External)** – these reserve funds are for identified purposes from specific revenue sources external to the municipal corporation.

New Reserve Funds in 2018

The City set up two new reserves in 2018:

Development Charges Reserve Fund: This reserve fund is restricted by the Province's development charge legislation and the Development Charge Act that dictates these funds are to be used for growth related infrastructure.

Waterfront Development Reserve Fund: City Council set aside \$240,000 of unspent capital in this reserve, so that it can pursue grant initiatives for the upgrade and/or redevelopment of Pointe Maligne.

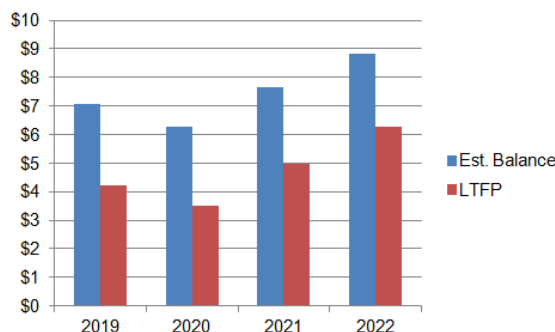
Financial Policy Recommendations

The prudent use of reserves and reserve funds is one way to develop strategies for long-term financial planning for capital projects in order to minimize both debt servicing costs and significant annual budget impacts by allocating costs to benefiting users over a number of years. Reserve and reserve funds also provide funding to mitigate the impact of significant increases or unforeseen issues in the rates charged to users and to fund any annual deficits.

As outlined in the Executive Summary, the LTFP recommended that the City adopt the practice of contributing to reserves for life-cycle costing and that the City implement a capital levy in order to build its reserves and reserve funds. Through the 2018 budget process, the City began both initiatives. The reserves are to be managed in such a way to ensure positive reserve balances during major capital spending years.

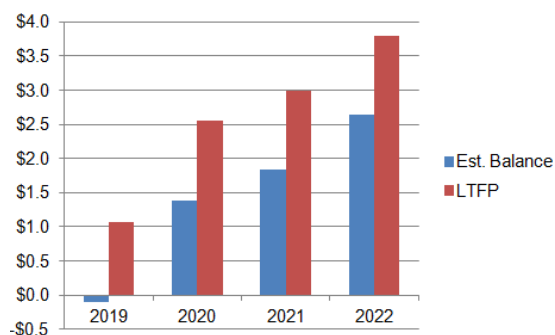
Capital projects will require support from reserves in the first number of years of the plan, as outlined in the LTFP. In later years, by following the LTFP, regular, appropriate contributions to reserves can be used to support asset rehabilitation, the replacement of infrastructure, and unforeseen circumstances.

The following chart shows the four-year forecasted balance (shown in the millions) for the City's Operating Reserves compared to the LTFP.



The LTFP did not include the Tax Stabilization Reserve (\$2.1 million). Contributions to this reserve are required to cover outstanding tax write offs related to assessment appeals.

The following chart shows the four-year forecasted balance (shown in the millions) for the City's Capital Reserves compared to the LTFP.

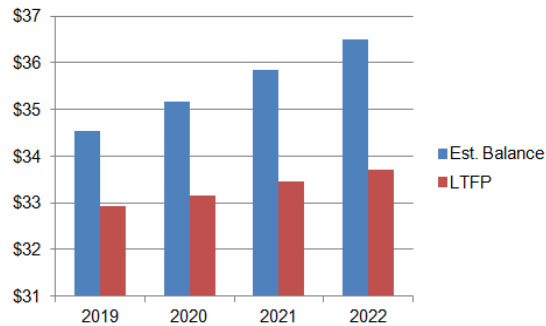


Over the next four years the Capital reserves are below the balance projected in the LTFP.

The City borrowed (\$2 million) from the Land Reserve to purchase land in the Business Park. When this land sells the proceeds will be contributed back to this reserve and the balance will be in-line with the LTFP.

(for the purposes of this illustration the Development Charges Reserve was excluded from the chart)

The following chart shows the four-year forecasted balance (shown in the millions) for the City's Restricted Reserves (Municipal Funding) compared to the LTFP.



Council adopted changes in the HoTC and Brownfields Community Improvement Plan (CIP) whereby additional contributions will be made to their respective reserves to further support these programs.

The WSIB – Estimated Future Benefit Costs Reserve is also above the LTFP balance, though below the City's targeted balance.

(for the purposes of this illustration the Water and Wastewater Reserves were excluded from the chart)

The LTFP identifies contributions and disbursements for each reserve and reserve fund and applies strategies to ensure that funding will be sufficient to meet planned future obligations.

The following table presents estimated reserve and reserve fund balances at December 31, 2018, contributions and disbursements for reserves and reserve funds during 2019 to provide estimated reserve balances at December 31, 2019.

2019 SUMMARY OF RESERVES
Estimated December 31 2019

	Opening Balance	Net Transactions	Balance at Dec 31/19	2018 Targeted Balance	LTFP Balance at Dec 31/19
<u>Operating Reserves</u>					
Working Reserves	4,359,711	(543,037)	3,816,674		3,255,605
*Tax Stabilization Reserve	2,233,268	0	2,233,268		0
Winter Control Reserve	300,000	0	300,000		300,000
Health & Safety Reserve	76,022	0	76,022		76,022
Municipal Elections Reserve	0	45,000	45,000		45,000
Insurance Deductible Reserve	0	0	0		200,000
Renaissance Reserve	88,826	0	88,826		88,825
Medical Recruitment Reserve	417,841	65,000	482,841		221,542
Waste Management Reserve	18,160	0	18,160		18,160
	7,493,828	(433,037)	7,060,791	6,616,357	4,205,154
<u>Capital Reserves</u>					
Equipment and Vehicles Reserve	137,005	113,700	250,705		501,810
Recreation Facilities Reserve	238,177	9,000	247,177		26,341
Municipal Buildings Reserve	185,819	622,141	807,960		46,594
Fire Equipment Reserve	55,385	21,000	76,385		102,306
Land Ambulance Reserve	576,379	(177,805)	398,574		243,071
Land Reserve	(2,131,634)	(51,000)	(2,182,634)		(30,600)
Road Infrastructure Reserve	28,109	279,174	307,283		175,293
Development Charges Reserve	403,456	(1,314,900)	(911,444)		0
	(507,304)	(498,690)	(1,005,994)	4,676,538	1,064,815
<u>Restricted Reserves (Municipal Funding)</u>					
Water Works Reserve	3,956,215	(120,760)	3,835,455	3,508,292	3,438,682
Wastewater Works Reserve	3,503,523	(177,840)	3,325,683	3,709,503	3,267,576
Building Surplus Reserve (permits)	98,660	2,160	100,820	1,246,714	99,866
CAHC Operating Reserve Fund	2,134,353	59,456	2,193,809	Not Defined	1,859,189
Brownfields Reserve	203,081	413,290	616,371	2,000,000	159,808
Landfill Reserve Fund	399,562	8,790	408,352	1,868,661	400,189
Waterfront Development Fund	240,000	0	240,000	Not Defined	N/A
WSIB - Estimated Future Benefit Costs Reserve	1,823,737	229,440	2,053,177	3,336,246	1,698,251
Downtown Investment Reserve Fund	3,519,388	962	3,520,350	3,500,000	3,513,205
ODRP / Heart of City Reserve	(208,744)	142,913	(65,831)	Not Defined	(200,799)
Parking Reserve Fund	233,887	(59,031)	174,856	Not Defined	53,594
Progress Fund	25,529,243	0	25,529,243	25,000,000	25,354,859
	41,432,905	499,380	41,932,286		39,644,420
<u>Restricted Reserves (Funded Externally)</u>					
(a targeted reserve balance is not applicable)					
Provincial Gas Tax Reserve (Transit)	132,127	(119,785)	12,342		32,747
Federal Gas Tax Reserve (Infrastructure)	192,885	(52,460)	140,425		3,725
Social Housing Providers Reserve	1,782,723	39,660	1,822,383		1,737,483
Social Housing Capital Reserve Fund	1,088,915	27,456	1,116,371		1,149,766
Employment Assistance Retained Surplus Reserve	602,833	(49,164)	553,669		604,353
Child Care ELCD Reserve	99,147	0	99,147		67,851
Consolidated Homelessness CHPI Reserve	39,927	0	39,927		0
Parkland Reserve Fund	182,647	14,961	197,608		144,409
Heritage Murals Trust Fund	0	0	0		N/A
Winter Games/Legacy Trust Fund	61,036	(957)	60,079		N/A
Arts & Culture Trust Fund	46,224	304,317	350,541		N/A
	4,228,464	164,028	4,392,492		3,740,334
TOTAL RESERVES	52,647,893	(268,319)	52,379,575		

* Based on outstanding assessment appeals, Administration feels the reserve is underfunded and therefore does not have sufficient funds to cover the potential tax refunds.

2019 DETAIL OF RESERVES
Estimated December 31 2019

	Opening Balance	Withdrawals	Additions	Balance
OPERATING RESERVES				
Working Reserves	4,359,711			
Egenda Software		(20,000)		
Planning Department Plans		(160,000)		
Accounting System Upgrade		(483,000)		
Locomotive Restoration		(150,000)		
Mural Wall Repair			55,000	
ITT Requirements Council 2022			5,500	
Tax Equipment			5,000	
Accounting Software Upgrade			15,000	
Fire Dispatch Repayment (2017-2019)			62,495	
GSDL Fire Panel Replacement Repayment (2014-2023)			18,310	
Repay Transit Refurbish Bus			18,658	
Planning Department Plans			90,000	3,816,674
Tax Stabilization Reserve	2,233,268			
Budgeted Contribution			500,000	
Budgeted Withdrawal		(500,000)		2,233,268
Winter Control Reserve	300,000			300,000
Health & Safety Reserve	76,022			76,022
Municipal Elections Reserve	0			
Budgeted Contribution			45,000	45,000
Insurance Deductible Reserve	0			0
Renaissance Reserve	88,826			88,826
Medical Recruitment Reserve	417,841			
Budgeted Contribution			100,000	
Medical Loan Repayments			25,000	
Medical Scholarship Paid		(50,000)		
Fund Expenditures		(10,000)		482,841
Waste Management Reserve	18,160			18,160
TOTAL Operating Reserves	7,493,828	(1,373,000)	939,963	7,060,791

2019 DETAIL OF RESERVES
Estimated December 31 2019

	Opening Balance	Withdrawals	Additions	Balance
CAPITAL RESERVES				
Equipment and Vehicles Reserve	137,005			
Repayment of Vans			65,700	
Fire Dept Contribution to Reserve			33,000	
MW Contribution to Reserve			75,000	
Police Dept Contribution to Reserve			30,000	
Fund Fire Equipment - Rescue boat		(90,000)		
				250,705
Recreation Facilities Reserve	238,177			
Budgeted Contribution - Aquatic Centre			62,000	
Budgeted Contribution - Benson Centre			62,000	
Life Cycle Costing - LTFP			200,000	
Arc Flash Analysis		(125,000)		
Civic Complex - Seat Replacement		(55,000)		
Complex/Aquatic Centre Floors		(55,000)		
Benson Centre Duct Work		(80,000)		
				247,177
Municipal Buildings Reserve	185,819			
Contribution from Buildings			429,630	
Contribution from Library			70,000	
Complex Lease Payment			190,686	
Justice Building Repayment			148,147	
EMS HQ			124,866	
Justice Courtyard		(175,000)		
Library Capital		(85,000)		
Library LTD Principle - HVAC		(81,188)		
				807,960
Fire Equipment Reserve (Fire Marque)	55,385			
Fire Marque Revenue			21,000	
				76,385
Land Ambulance Reserve	576,379			
Fund Principal LTD		(94,000)		
Fund Replacement Ambulances		(525,000)		
Fund Toughbook Computers		(58,000)		
Defibrillators (Community Paramedic)		(29,000)		
Fund Defibrillators (PAD Program)		(17,000)		
PAD Vehicle		(31,000)		
Transfer Amortization			576,195	
				398,574
Land Reserve	(2,131,634)			
Interest Paid on Business Park Land Purchase Loan		(51,000)		
				(2,182,634)
Road Infrastructure Reserve	28,109			
Budgeted Contribution			100,000	
Capital Levy - LTFP			159,820	
LED Project Contribution			50,000	
Marleau Properties Rental Surplus/(Deficit)			44,354	
Traffic Impact Study		(75,000)		
				307,283
Development Charges Reserve	403,456			
Estimated Development Charges			800,000	
Nick Kaneb		(1,643,500)		
MW Yard Projects	0	(256,600)		
Fire HQ		(171,000)		
Recreation Master Plan		(43,800)		
				(911,444)
TOTAL Capital Reserves	(507,304)	(3,741,088)	3,242,398	(1,005,994)

2019 DETAIL OF RESERVES
Estimated December 31 2019

	Opening Balance	Withdrawals	Additions	Balance
RESTRICTED RESERVES (Municipal Funding)				
Water Works Reserve	3,956,215			
Budgeted Contribution			250,000	
Est Interest 2019			83,240	
Watermain Rehabilitation Improvements		(250,000)		
Water Purification Plant Improvements		(204,000)		3,835,455
Wastewater Works Reserve	3,503,523			
Wastewater Treatment System Upgrades		(250,000)		
Est Interest 2019			72,160	3,325,683
Building Surplus Reserve (permits)	98,660			
Est Interest 2019			2,160	100,820
CAHC Operating Reserve Fund	2,134,353			
Interest Earned - on loan to Land Reserve			25,500	
Est Interest 2019			24,956	
Receivable from Loan - Mortgage 1			9,000	2,193,809
Brownfields Reserve	203,081			
Budgeted Contribution			400,000	
Est Interest 2019			13,290	616,371
Landfill Reserve Fund	399,562			
Est Interest 2019			8,790	408,352
Waterfront Development Fund	240,000			240,000
WSIB-Est Future Benefit Costs Reserve	1,823,737			
Est Interest 2019			44,440	
Contribution			185,000	2,053,177
Downtown Reserve Investment Fund	3,519,388			
Record Interest Earned/Paid CAHC 2nd Mortgage			35,799	
Interest Earned on CAHC 1st Mortgage Investment			5,000	
City Investment from Scotia Bank			58,164	
Record CAHC Interest transferred to HoTC		(40,799)		
Record Interest transferred to HoTC		(58,164)		
Reverse Accrued Interest		(19,388)		
Interest Accrued not paid			20,350	3,520,350
ODRP / Heart of City Reserve	(208,744)			
Capital Outlay			32,250	
Interest Earned - CAHC 2nd Mortgage			35,799	
Interest Paid on CAHC 1st Mortgage Trf to HOTC Reserve			5,000	
Interest Paid on CAHC HOTC Reserve			58,164	
Tax Incentive Grant - Non-refundable			75,000	
Loan Forgiveness		(50,000)		
Fund HOTC Programs		(13,300)		(65,831)
Parking Reserve Fund	233,887			
Fund Operating		(59,031)		
Est Interest 2019				174,856
Progress Fund	25,529,243			
Benson Centre Debt Payments		(719,407)		
Est Interest 2019			719,407	25,529,243
TOTAL Restricted Reserves (Municipal Funding)	41,432,905	(1,664,089)	2,163,469	41,932,286

2019 DETAIL OF RESERVES
Estimated December 31 2019

	Opening Balance	Withdrawals	Additions	Balance
RESTRICTED RESERVES (Funded Externally)				
Provincial Gas Tax Reserve (Transit)	132,127			
Fund Transit Operating Expenses		(352,500)		
2015 Handi Transit Buses (Long Term Debt)		(49,679)		
2015/2016 Conventional Buses (Long Term Debt)		(78,589)		
2016/2017 Handi Transit Buses (Long Term Debt)		(82,430)		
2017 Transit Fleet		(108,227)		
2017 Transit Fuel Tanks		(40,600)		
2018 Transit Fleet		(62,800)		
Gas Tax Funding			655,040	12,342
Federal Gas Tax Reserve (Infrastructure)	192,885			
Gas Tax Funding			2,826,670	
Asphalt Resurfacing		(2,140,000)		
Bicycle Path Asphalt		(50,000)		
Active Transportation - Sidewalks		(330,000)		
Bicycle Path Asphalt - Bicycle Infrastructure		(390,000)		
Est Interest 2019			30,870	140,425
Social Housing Providers Reserve	1,782,723			
Est Interest 2019			39,660	1,822,383
Social Housing Capital Reserve Fund	1,088,915			
Est Interest 2019			1,956	
Interest Earned on Loan to Land Reserve			25,500	1,116,371
Employment Assistance Retained Surplus Reserve	602,833			
		(49,164)		553,669
Child Care ELCD Reserve	99,147			
				99,147
Consolidated Homelessness CHPI Reserve	39,927			
				39,927
Parkland Reserve Fund	182,647			
Est Interest 2019			4,137	
Wireless Tower Land Rental Income			10,824	197,608
Heritage Murals Trust Fund	0			
Est Interest 2019			0	0
Winter Games/Legacy Trust Fund	61,036			
Legacy Awards (Plaques)		(300)		
Legacy Awards		(2,000)		
Est Interest 2019			1,343	60,079
Arts & Culture Trust Fund	46,224			
Donations			300,000	
Est Interest 2019			4,317	350,541
TOTAL Restricted Reserves (Funded Externally)	4,228,464	(3,736,289)	3,900,317	4,392,492

2019 COMMUNITY PARTNERS & COMMUNITY AGENCIES

Community Partners and Community Agencies

The City supports many organizations who provide programs and services to our community.

Community Partners

Funding support for Community Partners are local initiatives where Agreements/Memorandums of Understanding are in place. Funding for the Eastern Ontario Health Unit (EOHU) and the Raisin Region Conservation Authority (RRCA) is regulated through the province.

The EOHU submitted a budget increase of \$14,699 (2%) when compared to 2018. The RRCA submitted a budget increase of \$16,177 (3.28%) when compared to 2018.

A commitment to St. Lawrence College (SLC) of \$100,000 per year for 10 years to support the SLC revitalization project and an endowment fund was approved by Council and commenced 2010. The 2019 budget submission includes \$100,000 and represents the final year of this commitment. Other commitments include \$25,858 per year for the Eastern Ontario Regional Network (2013-2022), and \$50,000 per year for the Cornwall Innovation Centre (2018-2028).

The Cornwall Regional Airport budget was included in the 2019 budget submission at 85% of the total 2018 municipal requirement. The 2019 budget for the Airport has not yet been received by the City.

Through required program reporting for Community Partners, the SD&G Historical Society requested their 2019 funding be increased from \$70,000 to \$80,000 (see page P-7). The Seaway Senior Citizens Club requested an increase in funding in 2019 from \$30,000 to \$32,500 (see pages 8 & 9). To increase either budget would require direction from Council.

The following chart provides past approved budgets for Community Partners and the 2019 budget submission.

Community Partners	2016 Approved	2017 Approved	2018 Approved	2019 Submission
Eastern Ontario Health Unit (EOHU)	\$722,140	\$745,233	\$734,962	\$749,661
Raisin Region Conservation Authority (RRCA)	\$484,180	\$480,603	\$492,489	\$508,666
St Lawrence College (SLC)	\$100,000	\$100,000	\$100,000	\$100,000
Cornwall Regional Airport	\$125,332	\$98,558	\$98,558	\$85,000
Heart of the City	\$30,000	\$30,000	\$30,000	\$30,000
Eastern Ontario Regional Network (EORN)	\$25,858	\$25,858	\$25,858	\$25,858
Heritage Cornwall	\$15,100	\$9,630	\$10,615	\$6,360
Aultsville Theatre		\$97,000	\$97,000	\$97,000
SD&G Historical Society		\$100,000	\$70,000	\$70,000
Seaway Senior Citizens Club #1201		\$30,000	\$30,000	\$30,000
Centre Charles-Emile Claude		\$30,000	\$30,000	\$30,000
Cornwall Innovation Centre (CIC)			\$50,000	\$50,000
Total	\$1,502,610	\$1,746,882	\$1,769,482	\$1,782,545

Community Agencies (Municipal Grants Program)

As part of the annual budget process, applications received through the Municipal Grants Program are reviewed. Through this process, the amount of funds and/or the amount for City services and/or fees waived by the City (in-kind contributions) are determined.

An applicant organization must meet criteria as outlined in the Municipal Grants Policy in order to be considered for a grant/in-kind contribution. Applications must be received by Sep 15th of the previous year.

The Municipal Grants Policy outlines that the maximum allowable grant under the Program is set at \$25,000.

Municipal Grants

Funding contributions approved through the Municipal Grants Program are provided to qualifying non-profit and community-based organizations. Funding supports an organization's general operating budget and/or a specific event or project.

Types of grants: Community Project Grants (one-time assistance), Corporate Grants (operating funding), and Community Events Grants (one-time or recurring event).

The following chart provides past grants approved for Community Agencies and the 2019 budget submission.

Funding Contributions	Page #	2016 Approved	2017 Approved	2018 Approved	2019 Submission
Centre Culturel de Cornwall	P-10	\$30,000	\$20,000	\$15,000	\$30,000
Your Arts Council	P-25	\$43,000	\$15,000	\$15,000	\$25,000
Cornwall BMX Club	P-44		\$18,000	\$10,000	\$25,000
Agape	P-56	\$20,000			\$25,000
African Caribbean & International Association of Eastern Ontario	P-74				\$10,100
Encore Seniors	P-85				\$5,730
Waterfest	P-108		\$1,000	\$1,000	\$2,000
Not So Amateur, Amateurs Cornwall			\$1,000	\$15,000	
Limelight Music Academy			\$15,000		
Canada 150			\$12,000		
Cornwall and the Counties Tourism		\$160,000			
* S.D. & G. Historical Society		\$100,000			
* Aultsville Theatre		\$97,000			
* Seaway Senior Citizens Club #1201		\$30,000			
* Centre Charles-Emile Claude		\$30,000			
Encore Seniors' Education Centre		\$7,500			
Counselling and Support Services		\$26,500			
Total		\$544,000	\$82,000	\$56,000	\$122,830

* Starting in 2017, these organizations were considered Community Partners.

Requests for City Services and/or Fees Waived

(Historically referred to as in-kind contributions)

Requests for City services and/or fees waived by the City provide Community Agencies with access to municipal property, facilities, materials and/or resources. While cash funds are not provided, it is recognized that such grants involve either an expense or foregone revenue for the City.

The following chart provides past requests for City services approved for Community Agencies and the 2019 budget submission.

Requests for City Services and/or Fees Waived	Page #	2016 Approved	2017 Approved	2018 Approved	2019 Submission
Optimist Club of Cornwall RibFest	P-131	\$15,040	\$17,970	\$18,400	\$18,420
Cornwall Triathlon	P-142	\$15,920	\$16,120	\$17,185	\$18,250
Santa Claus Parade	P-160	\$10,830	\$11,230	\$11,825	\$12,300
* Canada Day	P-171				\$8,700
Cornfest Blockparty	P-180				\$7,600
Cornwall Springfest	P-193				\$6,300
The Hub for Beyond 21 Foundation	P-204	\$500	\$2,200	\$2,500	\$6,200
Cornwall Waterfest	P-108	\$7,260	\$7,260	\$7,460	\$5,080
Centre Culturel de Cornwall	P-10	\$1,110	\$1,550	\$1,550	\$2,050
Cornwall and District Service Club		\$1,000	\$1,500	\$1,500	\$1,500
Youth Achievement Awards					\$1,500
Kinsmen in Motion		\$600	\$600	\$600	
Limelight Music Academy			\$12,200		
Seaway Food Festival - Beer Fest			\$10,300		
Parade of Nations		\$1,350			
Rachel's Kids		\$600			
Total		\$54,210	\$80,930	\$61,020	\$87,900

* Each year the City provides services to support the Canada Day celebrations held in the park. This year we asked that the Committee follow the same process by requesting these services through the Municipal Grants Program.

The following pages provide further information from Community Partners and Community Agencies regarding their 2019 budget submissions.

Community Partners and Community Agencies

2019 Budget Submission

Includes:

- Mandatory and contractual partnerships with various community organizations and groups.
- Operating and capital funding for the Cornwall Public Library.
- Municipal grant funding envelope.

Mandatory and Contractual Partnerships

Cornwall Public Library	SD&G Historical Society	Cornwall Regional Airport
Eastern Ontario Health Unit	Heritage Cornwall	Seaway Senior Citizens Club
Raisin Region Conservation Authority	Heart of the City	Centre Charles-Emile Claude
St. Lawrence College	Eastern Ontario Regional Network	Cornwall Innovation Centre

Commentary

Mandatory and Contractual Partnerships

The City provides ongoing support to its Mandatory and Contractual Partners. The following page details the annual requirements for 2019.

Cornwall Public Library

The City is the primary funding source for the Cornwall Public Library which supports their operating requirements and building capital maintenance needs. Other revenue sources include provincial grant funding and user fees.

The capital requirements for 2019 include:

Data cabling upgrade - 2nd Floor	\$ 20,000
Carpet replacement	80,000
Freight elevator upgrade	<u>85,000</u>
Total	<u>\$185,000</u>

A contribution from the Municipal Buildings Reserve of \$85,000 is included in the 2019 budget submission in order to fund the cost of the freight elevator upgrade. The City makes annual contributions to the Municipal Buildings Reserve for the Library building to support the ongoing capital maintenance needs.

The Library's 2019 budget submission can be found on page P-6.

Municipal Grant Funding

The grant funding envelope in the 2019 budget submission is based on the 2018 approved funding of \$56,000. The total value of the grant applications received for 2019 is \$122,830.

Please note that a grant funding application was received by the African Caribbean and International Association of Eastern Ontario to support activities related to Black History Month in February 2019. Due to the timing of the 2019 budget process, the Association would like their grant application considered in the 2019 budget to support their activities in February 2020.

The estimated cost of the in-kind contribution requests for 2019 is \$87,900 (2018: \$61,020).

Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	0.00%
Purchase of Goods	\$0	\$0	\$0	\$0	\$0	0.00%
Services and Rents	\$0	\$0	\$0	\$0	\$0	0.00%
Financing LTD Principal & Interest	\$0	\$25,740	\$115,050	\$102,958	(\$12,092)	(10.51%)
Financial and Transfers	<u>\$4,396,856</u>	<u>\$3,787,779</u>	<u>\$4,073,826</u>	<u>\$4,253,833</u>	<u>\$180,007</u>	<u>4.42%</u>
Subtotal	\$4,396,856	\$3,813,519	\$4,188,876	\$4,356,791	\$167,915	4.01%
REVENUE						
Provincial and Federal Grants	\$0	\$0	\$0	\$0	\$0	0.00%
Other Municipalities	\$0	\$0	\$0	\$0	\$0	0.00%
Fees, Service Charges, & Misc Revenue	\$178,442	\$30,000	\$40,000	\$25,000	(\$15,000)	(37.50%)
Internal Revenue	\$0	\$0	\$0	\$0	\$0	0.00%
Contribution from Reserves	<u>\$85,661</u>	<u>\$88,489</u>	<u>\$60,000</u>	<u>\$166,188</u>	<u>\$106,188</u>	<u>176.98%</u>
Subtotal	<u>\$264,103</u>	<u>\$118,489</u>	<u>\$100,000</u>	<u>\$191,188</u>	<u>\$91,188</u>	<u>91.19%</u>
NET OPERATING COST (TAXATION)	<u>\$4,132,753</u>	<u>\$3,695,030</u>	<u>\$4,088,876</u>	<u>\$4,165,603</u>	<u>\$76,727</u>	<u>1.88%</u>
CAPITAL						
Gross Capital	\$12,000	\$0	\$0	\$0	\$0	0.00%
Capital Funding	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
NET CAPITAL COST (TAXATION)	<u>\$12,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
TOTAL OPERATING AND CAPITAL	<u>\$4,144,753</u>	<u>\$3,695,030</u>	<u>\$4,088,876</u>	<u>\$4,165,603</u>	<u>\$76,727</u>	<u>1.88%</u>

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
CONTRACTUAL						
Cornwall Public Library - Operating	\$2,055,447	\$1,913,800	\$2,090,344	\$2,132,288	\$41,944	2.01%
Cornwall Public Library - Net Capital	\$145,000	\$100,000	\$100,000	\$100,000	\$0	0.00%
Cornwall Public Library - Net Financing LTD	\$0	\$25,740	\$115,050	\$102,958	(\$12,092)	(10.51%)
S.D. & G. Historical Society	\$100,000	\$70,000	\$70,000	\$70,000	\$0	0.00%
Cornwall & Regional Airport	\$98,558	\$45,225	\$98,558	\$85,000	(\$13,558)	(13.76%)
Eastern Ontario Health Unit	\$726,657	\$655,472	\$734,962	\$749,661	\$14,699	2.00%
Heritage Cornwall	\$5,630	\$5,715	\$10,615	\$6,360	(\$4,255)	(40.08%)
Raisin Region Conservation Authority	\$480,603	\$450,800	\$492,489	\$508,666	\$16,177	3.28%
Heart of the City	\$30,000	\$30,000	\$30,000	\$30,000	\$0	0.00%
Medical Recruitment / Scholarship	\$175,000	\$50,000	\$50,000	\$100,000	\$50,000	100.00%
Seaway Senior Citizens Club #1202	\$30,000	\$30,000	\$30,000	\$30,000	\$0	0.00%
Centre Charles-Emile Claude	\$30,000	\$30,000	\$30,000	\$30,000	\$0	0.00%
St. Lawrence College	\$100,000	\$100,000	\$100,000	\$100,000	\$0	0.00%
2010 - 2019 \$100,000 per year						
Eastern Ontario Regional Network	\$25,858	\$25,858	\$25,858	\$25,858	\$0	0.00%
2013 - 2022 \$25,858 per year						
Cornwall Innovation Centre	\$0	\$50,000	\$50,000	\$50,000	\$0	0.00%
2018 - 2028 \$50,000 per year						
TOTAL CONTRACTUAL	<u>\$4,002,753</u>	<u>\$3,582,610</u>	<u>\$4,027,876</u>	<u>\$4,120,791</u>	<u>\$92,915</u>	<u>2.31%</u>
GRANT APPLICATION ENVELOPE	\$82,000	\$56,000	\$56,000	\$56,000	\$0	0.00%
BUILDING RESERVE - NET	\$60,000	\$56,420	\$5,000	(\$11,188)	(\$16,188)	(323.76%)
TOTAL OPERATING AND CAPITAL	<u>\$4,144,753</u>	<u>\$3,695,030</u>	<u>\$4,088,876</u>	<u>\$4,165,603</u>	<u>\$76,727</u>	<u>1.88%</u>

CORNWALL PUBLIC LIBRARY 2019 BUDGET SUBMISSION

REVENUE	2017 BUDGET	2018 BUDGET	2018 FYE	2019 BUDGET	VARIANCE 2019-2018
CITY OF CORNWALL OPERATING	<u>2,055,447</u>	<u>2,090,344</u>	<u>2,090,344</u>	<u>2,132,288</u>	<u>2.01%</u>
CITY OF CORNWALL TOTAL	<u>\$2,055,447</u>	<u>\$2,090,344</u>	<u>\$2,090,344</u>	<u>\$2,132,288</u>	<u>2.01%</u>
PROVINCIAL OPERATING GRANT	92,828	92,828	92,828	92,828	0.00%
SP. PROJECTS/ DONATIONS/GRANTS	11,700	15,800	7,132	7,000	-55.70%
PHOTOCOPY/PRINTING/RENTALS	40,600	32,000	31,542	25,020	-21.81%
FINES/FEES/REPLACEMENT COSTS	31,700	28,500	18,670	18,500	-35.09%
APPROPRIATION FROM RESERVES	0	0	0	0	<u>0.00%</u>
TOTAL OPERATING REVENUE	<u>\$2,232,275</u>	<u>\$2,259,472</u>	<u>\$2,240,516</u>	<u>\$2,275,636</u>	<u>0.72%</u>
EXPENDITURES					
SALARIES	1,227,861	1,269,671	1,247,124	1,288,294	1.47%
BENEFITS	321,357	324,664	320,188	335,177	3.24%
ADMINISTRATION	63,000	59,312	58,000	59,330	0.03%
BUILDING MAINTENANCE	115,965	113,175	117,386	117,500	3.82%
UTILITIES	157,000	138,000	110,048	124,500	-9.78%
LIBRARY MATERIALS	224,142	228,350	228,015	225,000	-1.47%
SPECIAL PROJECTS / GRANTS	11,700	15,800	7,172	7,000	-55.70%
LIBRARY SUPPLIES AND SERVICES	75,250	73,700	72,052	79,000	7.19%
PROFESSIONAL DEVELOPMENT	15,000	14,500	14,553	15,800	8.97%
PROMOTION AND PROGRAMS	13,850	8,000	13,500	17,000	112.50%
PHOTOCOPYING/PRINTING PUBLIC	7,150	3,500	6,875	7,035	101.00%
TOTAL OPERATING EXPENDITURES	<u>\$2,232,275</u>	<u>\$2,248,672</u>	<u>\$2,194,913</u>	<u>\$2,275,636</u>	<u>1.20%</u>
NET OPERATING EXPENDITURES	<u>\$0</u>	<u>\$0</u>	<u>\$45,603</u>	<u>\$0</u>	
CAPITAL					
FINANCING	785,350	0	0	0	0.00%
RESERVES (CITY)	0	0	0	85,000	100.00%
CITY OF CORNWALL CAPITAL FUNDING	<u>145,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>0.00%</u>
CAPITAL	930,350	100,000	100,000	185,000	<u>85.00%</u>
NET CAPITAL AND OPERATING	<u>3,162,625</u>	<u>2,348,672</u>	<u>2,340,516</u>	<u>2,460,636</u>	<u>4.77%</u>

ITEMIZED CAPITAL EXPENDITURES

Data cabling upgrade - 2nd floor	\$ 20,000
Carpet replacement (public areas)	\$ 80,000
Freight elevator upgrade (accrual Y1)	\$ 85,000
TOTAL	<u>\$ 185,000</u>

City of Cornwall

	<u>2018</u>	<u>2019</u>	<u>\$ Change</u>	<u>% Change</u>
Operating	2,090,344	2,132,288	41,944	2.01%
Capital	100,000	100,000	0	0.00%
<u>Total</u>	<u>2,190,344</u>	<u>2,232,288</u>	<u>41,944</u>	<u>1.91%</u>

ATTACHMENT 1 - Stormont, Dundas & Glengarry Historical Society

3 Year Projected Budget

EXPENSE ITEM	2019	2020	2021
ADMINISTRATION			
Insurance	\$1,800	\$1,900	\$1,900
P.R. / pamphlets	800	1,000	1,500
Accounting	4,000	4,300	4,300
Telephone/Internet	2,230	2,300	2,400
Display	1,500	1,300	1,300
Education	2,250	1,500	1,300
Computer consumables	3,951	4,100	4,100
Staff Training	1,500	1,500	1,200
MAINTENANCE			
Cleaning	1,500	1,600	1,600
Utilities	6,300	6,700	6,800
Security	1,200	1,300	1,400
Elevator Inspection	1,300	1,500	1,500
Building Repairs	5,000	5,000	5,000
MUSEUM			
Acquisition	800	947	934
Appraisal	600	600	500
Artifact Conservation	500	700	700
STAFF			
Salaries, full-time	46,350	47,740	49,173
Wages, part-time	12,000	14,200	14,400
Employer Contributions CPP, etc (11% of wages)	6,419	6,813	6,993
TOTAL:	\$100,000	\$105,000	\$107,000

RECEIPTS			
City of Cornwall	\$80,000	\$85,000	\$87,000
Province of Ontario	14,540	14,540	14,540
Fundraising	5,460	5,460	5,460
Student Grant	This is discretionary & cannot be factored in.		
TOTAL:	\$100,000	\$105,000	\$107,000



506 Pitt Street, Cornwall, ON K6J 3R5

February 5, 2019

City of Cornwall – Financial Services

finance@cornwall.ca

Maureen Adams; Tracey Bailey

Last September we submitted, as was requested, our multi-year financial forecast to your department. This letter included a spreadsheet of our forecast and details of other grants we were applying for and were already receiving. Because our forecast included a small increase on the Municipal Grant, from \$30,000 to \$32,500 we thought it best to point this out to your committee as you work diligently to prepare your annual budget.

We would like to remind you of the reported grants we had applied for or were receiving and what our current position is on these monies.

We are currently receiving \$3,558.33 monthly from Grants Ontario System from the Senior Active Living Centre (SALC) and we expect that we will get a total for \$42,700 for 2019.

We had applied to and have now been notified we will receive funding from a New Horizon Grant in the amount of \$21,724 that will be used to upgrade our south parking lot.

We had included a copy of our application for an Ontario Trillium Foundation grant in the amount of \$65,000 for repairs to the outside of our building but we have recently been notified that we will not be receiving any funds from this grant.

We had attached a copy of our application for the John Stewart Memorial Trust Fund Grant in the amount of \$1.100 for us to purchase a new laptop but as of today we have not heard any news.

As you can see from above there is now a shortcoming in our funding to achieve our goals and we are hopeful that our request for the increase from The City of Cornwall will be fulfilled. In the meantime we will continue to research available funding opportunities available to our club.

Should you require any further information or have any questions, please contact our Managing Director Lucy Broome at our office – 613-932-4969

Sincerely

Katherine McKoy

President

Seaway Senior Citizens Club # 1201
Estimate of Revenue & Expenditures

REVENUES	2018	2019	2020	2021	2022
Provincial Grants (SALC)	57,700	57,700	57,700	57,700	57,700
Municipal Grant	30,000	32,500	35,000	35,000	35,000
Other Grants	20,000	20,000	20,000	20,000	20,000
Membership Fees	10,000	12,000	12,000	14,000	15,000
Rental Income	35,000	30,000	30,000	30,000	30,000
Bingo	18,000	19,000	20,000	20,000	20,000
Nevada Tickets	12,000	5,000	3,000	-	-
Activities	42,000	45,000	46,000	48,000	49,000
Donations	1,500	2,000	2,000	2,500	2,500
HST Refund	14,000	10,000	10,000	10,000	10,000
Miscellaneous	300	1,800	1,300	800	800
Total Revenues	240,500	235,000	237,000	238,000	240,000

EXPENDITURES					
Wages and Benefits	74,500	65,000	66,000	67,000	68,000
Property and Water Taxes	20,000	20,500	21,000	21,500	22,000
Property and Liability Insurance	10,000	10,000	10,500	11,000	11,000
Activity Expenses	20,000	20,000	20,500	21,000	21,000
Nevada Activity Expenses	7,000	2,000	1,000	-	-
Accounting and Legal	9,000	8,000	7,000	7,000	7,500
Utilities	15,000	15,500	16,500	17,000	17,500
Contracted Services	2,500	2,500	2,500	2,500	2,500
Office Administration and Supplies	3,500	4,000	4,000	4,500	4,500
Repair and Maintenance Equipment	2,000	5,000	5,000	5,000	5,000
Repair and Maintenance Building	20,000	26,000	27,000	25,000	25,000
Mortgage Payment including Interest	21,000	21,000	21,000	21,000	21,000
Loan Payments	14,800	14,500	14,500	14,500	14,500
Miscellaneous	1,200	1,000	500	1,000	500
Other Grant Expenditures	20,000	20,000	20,000	20,000	20,000
Total Expenditures	240,500	235,000	237,000	238,000	240,000

2019 Municipal Grant Application

Application deadline: September 15, 2018

Please ensure that you provide full, complete and clear answers to the questions on this form. Failure to provide the required information may result in your organization being ineligible.

Use a combination of this form and support sheets as needed. Please label your attachments according to the Section it relates to.

A - APPLICANT INFORMATION

Application Date	
Name of Community Agency/Organization	Centre culturel du conseil de vie française de Cornwall
Contact Person	Suzanne Villeneuve
Email	centrecultureldecornwallcogeco.net
Telephone	613-932-9106
Mailing Address	510 rue Second est Cornwall, Ontario K6H 1Z5

B - GENERAL INFORMATION

Type of organization (ie: Registered Charity, Non-Profit Organization, no status, etc.) _____

Incorporated as Non-Profit Organization: ☒ Yes ☐ No

X

Outline the mission statement, purpose and objectives of your organization.

Travailler pour l'unité et la sauvegarde de la culture francophone au niveau international, national, provincial et local dans les champs économiques, sociaux, linguistiques et culturels:

Promouvoir l'industrie touristique en organisant des activités à caractère francophone

Étudier les mesures nécessaires à favoriser le progrès de la culture francophone

Organiser des activités, des concerts et des causeries à caractère culturel

Affermir la coopération, l'amitié et l'unité des canadiens-français

Sauvegarder et mettre à l'honneur les coutumes et les traditions francophones

C - GRANT REQUEST

Under what classification are you requesting a Grant?

- ☒ CORPORATE GRANT ☐ COMMUNITY EVENT GRANT
☐ COMMUNITY PROJECT GRANT ☒ IN-KIND SERVICES (use of City property/facilities, resources, materials)

AMOUNT OF GRANT REQUEST

\$ 30,000.00 ☐ ONE-TIME ASSISTANCE ☒ ONGOING ASSISTANCE
In-Kind \$ _____ ☐ ONE-TIME ASSISTANCE ☐ ONGOING ASSISTANCE
(See Appendix A)

HAS YOUR ORGANIZATION RECEIVED A MUNICIPAL GRANT IN PREVIOUS YEARS? ☐ Yes ☒ No

AMOUNT OF GRANT PREVIOUSLY RECEIVED Year(s) 2018
\$ 15,000.00 In-Kind _____

PROJECT FUNDING/PARTNERSHIPS: (Indicate what other sources funding has been received or applied for. Use a separate sheet if necessary)

- ☒ Other levels of government ☐ United Counties of S.D. & G.
☐ Fundraising events ☐ Other sources (please specify)
☐ Donations

Please provide specific details. (For example: List other funders that have been contacted and funds received. Name other organizations that you are collaborating with to ensure the success of your project/program and how you will work with them.)

Patrimoine canadien	75 000,00\$
Nouveaux Horizons	25 000,00\$
Festivals locaux	10 500.00\$
Commerces entreprises	10 500,00\$
Emploi-été	7 000,00\$
Activités	10 000,00\$
Levée de fonds	10 500,00\$
Fêtons le Canada	5 000,00\$
Dons et membricité	1 500,00\$

WILL THE CITY OF CORNWALL BE THE PRIMARY FUNDING SOURCE OF THIS SERVICE/PROGRAM? ☐ Yes ☒ No

How the funds will be used to support your project or operations?

Les fonds reçus vont supporter une petite partie de nos opérations. La plus grande partie des fonds vont permettre de créer nos activités en supportant nos artistes locaux et régionaux. Une grande partie des fonds reçus par d'autres niveaux de gouvernements doivent être attribuer à des projets ou activités spécifiques. Les fonds reçus par la ville permettront de financer les parties qui ne sont pas couvertes par les autres subventions.

How does this funding request relate to Council's strategic priorities?

Notre demande de fonds rejoint les priorités stratégiques du Conseil de la ville de Cornwall. Premièrement, la vision du plan stratégique 2016-2018 spécifie que nous sommes fiers de notre héritage. La ville de Cornwall a été bâtie par les francophones et les anglophones. D'ailleurs entre 1957 et la fin des années 70, les francophones représentaient la majorité des résidents de Cornwall. Deuxièmement, les valeurs du plan stratégique 2016-2018 sont: l'accessibilité, le bilinguisme, la collaboration et l'inclusivité. Or, le centre culturel de Cornwall permet à la ville de Cornwall de rejoindre ces valeurs en rendant accessible la communauté aux francophones, en donnant un visage bilingue à la ville, en démontrant positivement une collaboration entre les dualités linguistiques et finalement en permettant de démontrer l'inclusivité de tous. Les piliers: Rejoindre les personnes âgées unilingues francophones. Appuyer les activités touristiques. Donner une image bilingue à la ville.

How will the use of these funds benefit the residents of the City of Cornwall (specify the target audience)?

Les fonds reçus permettront d'organiser des activités pour rejoindre les francophones tout en invitant toute la communauté à participer (francophiles et francophones) afin de mieux se connaître et s'apprécier. Ils permettront de créer des activités qui appuieront le tourisme. De plus, nos activités permettent la visibilité des francophones de Cornwall rehaussant la fierté de nos francophones tout en donnant un caractère bilingue à notre communauté. La francophonie est un moteur économique qui permet d'attirer des entreprises qui ont besoin d'employés bilingues.

How has the need for this service/project been determined?

Le Centre culturel du conseil de vie française de Cornwall est un organisme but non lucratif créé en 1962 pour assurer la pérennité de la francophonie à Cornwall. Nous organisons des activités de rencontres pour les francophones afin de promouvoir la culture, la langue et les traditions francophones.

Nous essayons d'assurer la visibilité des francophones dans la communauté.

Nous invitons tous les résidents à participer afin d'échanger avec les francophiles et les anglophones.

La ville de Cornwall a été fondée par des résidents des deux cultures, surtout après l'amalgamation qui a agrandi la ville et amené des milliers de francophones.

Nous voulons donner un visage bilingue à la communauté afin que les touristes et les nouveaux venus comprennent que la communauté est formée par les deux cultures.

Beaucoup de nos francophones reviennent à Cornwall pour leur retraite. Ils doivent continuer à vivre dans leur langue.

How will you measure and evaluate the benefits of your service/project/program?

Les bénéfices amenés par le Centre culturel sont évalués par la participation aux activités et par la visibilité accrue des francophones dans la ville de Cornwall.

What may be the implications if the grant request is not approved?

Chaque fois que nous soumettons une demande de subvention, nous avons déjà identifié comment elle nous permettra d'organiser de meilleures activités, comment faire plus de publicité. Une subvention permet de réaliser nos activités.

Si nous ne recevons pas les fonds demandés, nous devrons réduire la qualité de nos activités et le nombre d'activités prévues. Nous devrons aussi malheureusement réduire l'appui à nos artistes locaux.

D - APPLICATION CHECKLIST

Please confirm below that your organization has provided the following information attached with your application:

Board Information

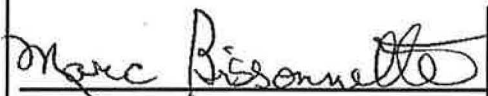
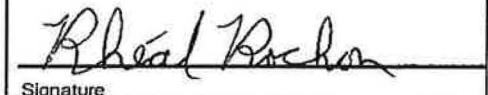
Board of Directors / Executive Listing	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Copy of the most recent AGM Minutes	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

Financial Information

Current Year's Budget	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Proposed Budget	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Financial Statement (signed by 2 Directors)	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

E -SIGNATURE OF AUTHORIZED OFFICIAL(S)

We, the undersigned, certify that to the best of our knowledge the information provided in this municipal grant request is accurate and complete.

	Président	28 septembre 2018
Signature	Title	Date
	Administrateur	28 septembre 2018
Signature	Title	Date

Email the completed original application and supporting documentation to finance@cornwall.ca

IMPORTANT: DOWNLOAD AND SAVE THIS DOCUMENT TO YOUR OWN SYSTEM TO AVOID LOSING DATA

2019 COMMUNITY EVENT (In-kind Services)

(Please complete if applying for in-kind services & attach to application.

In-kind services does not include Police Services.)

Transportation / Parking Services	Description of Services Required
Labour	
Equipment	
Material	
Other	
Municipal Works Services	Description of Services Required
Labour	Transport de la cabane à sucre Mars 2019
Equipment	
Material	
Other	Location piscine Mars 2019 & Juin 2019
Park Services	Description of Services Required
Labour	Déplacement des tables à pique-nique Juin 2019
Equipment	
Material	
Facilities	Location du Parc Lamoureux et piscine Juin 2019
Recreation Services	Description of Services Required
Labour	
Equipment	
Material	
Facilities	
Other	Description of Services Required
Other (please specify)	Service de pompiers pour le feu de la St-Jean 24 juin 2019

2019 Municipal Grant Application

Application deadline: September 15, 2018

Please ensure that you provide full, complete and clear answers to the questions on this form. Failure to provide the required information may result in your organization being ineligible.

Use a combination of this form and support sheets as needed. Please label your attachments according to the Section it relates to.

A – APPLICANT INFORMATION

Application Date	September 13th, 2018
Name of Community Agency/Organization	Your Arts Council, Cornwall & the Counties
Contact Person	Richard Salem
Email	richard@yourartscouncil.ca
Telephone	1-888-405-7922 or 613-360-0485
Mailing Address	2 St. Lawrence Drive, Suite A302, Cornwall, Ontario. K6H 4Z1

B - GENERAL INFORMATION

Type of organization (ie: Registered Charity, Non-Profit Organization, no status, etc.) not for profit

Incorporated as Non-Profit Organization: ☒ Yes ☐ No

Outline the mission statement, purpose and objectives of your organization.

Vision: Arts and Culture in Cornwall & Region; a reason to be proud.

Mission: Your Art Council for the region of Cornwall, Akwesasne and the United Counties is driven by a mission to contribute to the development and sustainability of Arts & Culture. We are a resource for the visual, performing, and literary arts sector.

Global Ends Statement: Artists are successful and encouraged, acknowledged, celebrated, and respected by the community at large. These ends will be achieved at a level that justifies the resources invested.

Ends:

1.0 Artists are successful.

1.1 Artists can be self-sustaining from their art/craft.

1.2 Artists have the opportunity to be known/recognized locally, nationally and internationally.

1.3 Artists and art organizations have access to the knowledge and information necessary for artistic and business success.

1.4 Artists and art organizations are supported and mentored in the effort to build a lasting, sound and profitable art culture.

2.0 Artists are encouraged.

2.1 Artists and Art Organizations have the necessary tools, resources, business connections and opportunities to thrive and grow.

3.0 Artists are acknowledged and celebrated.

3.1 The Arts and Culture Sector is recognized as a vital and important catalyst and contributor to local culture, history and community building.

3.2 The Arts and Culture Sector is viewed as a vital component of the economic development of the region.

4.0 Artists are respected by the community at large

4.1 Artists are compensated fairly for their work.

4.2 Increased levels of advocacy for Arts and Culture are evident.

C - GRANT REQUEST

Under what classification are you requesting a Grant?

- ☐ CORPORATE GRANT ☐ COMMUNITY EVENT GRANT
☒ COMMUNITY PROJECT GRANT ☐ IN-KIND SERVICES (use of City property/facilities, resources, materials)

AMOUNT OF GRANT REQUEST

\$ \$25,000 ☐ ONE-TIME ASSISTANCE ☒ ONGOING ASSISTANCE

In- Kind \$ _____ ☐ ONE-TIME ASSISTANCE ☐ ONGOING ASSISTANCE

(See Appendix A)

HAS YOUR ORGANIZATION RECEIVED A MUNICIPAL GRANT IN PREVIOUS YEARS? ☒ Yes ☐ No

AMOUNT OF GRANT PREVIOUSLY RECEIVED Year(s) 2015, 2016, 2017, 2018

\$ 2015 - \$35,000, 2016 - \$43,000, 2017 - \$15,000, 2018 - \$15,000 In-Kind _____

PROJECT FUNDING/PARTNERSHIPS: (Indicate what other sources funding has been received or applied for. Use a separate sheet if necessary)

- ☒ Other levels of government ☒ United Counties of S.D. & G.
☒ Fundraising events ☒ Other sources (please specify)
☒ Donations User Fees, the/le SPECTACLE Sponsorship

Please provide specific details. (For example: List other funders that have been contacted and funds received. Name other organizations that you are collaborating with to ensure the success of your project/program and how you will work with them.)

Corporate Sponsorship Applications: Bank of Montreal-\$0, BASF Canada-\$0, Baxtrom's Independent Grocer-\$0, BDC-\$0, Caisse populaire de Cornwall inc.-\$0, CIBC Banking Centre-\$0, Corus Radio Company-\$0, Farm Boy 2012 Inc.-\$0, Kawartha Credit Union-\$0, RBC Royal Bank-\$0, Scotiabank-\$0, Sun Life Financial-\$0, TD Canada Trust-\$0.

Municipal Government Applications: City of Cornwall-\$25,000, Cornwall Economic Development-\$2,500, United Counties Tourism-\$2,500, United Counties-\$0, North Glengarry Township-\$0, South Glengarry Township-\$0, North Dundas Township-\$0, South Dundas Township-\$0, North Stormont Township-\$0, South Stormont Township-\$0.

Provincial and Federal Granting Bodies: Ontario Trillium Foundation-\$0 x 4, Ontario Arts Council-\$0 x 3, Canada Council for the Arts-\$0 x 2.

The/le SPECTACLE Sponsors: Pommier Jewellers, Swan Records, Riverdale School of Music, Classiqu'Arts SDG, Action Laser, Cailuan Gallery, SDG Counties, Meldrum Surveying, Warner's Insurance.

WILL THE CITY OF CORNWALL BE THE PRIMARY FUNDING SOURCE OF THIS SERVICE/PROGRAM? ☒ Yes ☐ No

How the funds will be used to support your project or operations?

Category:	Percent of Budget:
Honourarium/Salary to Facilitator	36.55%
Rent	4.55%
Phone	0.70%
Cell Phone data plan	1.39%
Web Expenses & Web Promotion	3.83%
Professional Fees	6.18%
Legal Fees	0.00%
Office Supplies & Expenses	1.39%
SPECTACLE Print Expenses	14.48%
Time.ly Subscription	2.09%
Apples & Art Expenses	11.60%
YACabuskalooza Expenses	6.96%
Advertising/Promotional Expenses	4.18%
Google Business App Subscription	0.70%
Quickbooks Subscription	1.95%
Insurance	3.02%
Project Implementation Costs	6.96%
Travel Expenses	2.78%
Miscellaneous Expenses	2.78%

How does this funding request relate to Council's strategic priorities?

Pillar 1-Quality of Life, Item C. Arts & Culture

i. Development of multidisciplinary facility/art centre.

YAC is playing a role in the development and realization of this project. As recommended in the CultureScape Report, YAC is endeavouring to draw all of the region's art resources together, partly for their participation in this project. Our Facilitator and some board members sit as a participant and advisor on several committees and arts groups relevant to this project and others.

Pillar 2-Economic & Financial, Item A. Economic Development

Economic Value of Culture

Culture contributes to economic prosperity and job creation, one of the identified goals for this pillar. In 2010, culture contributed about \$22 billion — or nearly 4% of GDP — to Ontario's economy, supporting about 280,000 jobs (<https://www.ontario.ca/page/ontarios-culture-strategy> Statistics Canada. (2010). "Provincial and Territorial Culture Satellite Account, 2010).

"Spending by arts and culture tourists from home and around the world generates about \$3.9 billion in GDP and supports about 61,000 jobs in Ontario." (Statistics Canada. (2012).

Generated by the Ministry of Tourism, Culture and Sport from "Travel Survey of Residents of Canada" and "International Travel Survey.").

"In 2014, for every additional dollar invested by the City of Toronto, City-funded cultural organizations leveraged \$6.45 in revenue from other sources, including earned revenue, the private sector, and other orders of government." ([https://www1.toronto.ca/CityOfToronto/StrategicCommunications/CityBudget/2016/BriefingNotes/BN49OPClusterAEDCImpactofCultureInvestments\(Draftv5\).pdf](https://www1.toronto.ca/CityOfToronto/StrategicCommunications/CityBudget/2016/BriefingNotes/BN49OPClusterAEDCImpactofCultureInvestments(Draftv5).pdf))

How will the use of these funds benefit the residents of the City of Cornwall (specify the target audience)?

Your Arts Council Cornwall & The Counties (YAC) provides to Artists and Arts Groups:

- mentoring;
- grant writing assistance and consultation;
- facilitating connections;
- business consultations;
- letters of referral and recommendation;
- software and technology access and acumen;
- access to our board of arts industry and business experts;
- Art Group incubation and support;
- social/print media message distribution to/for the artists and arts organizations in SD&G.
- Advisor on the city's Arts and Culture Committee
- Our Circulating Gallery is putting local art into venues all around the city where the public can enjoy and support the work of our incredible wealth of artistic talent.
- The/le SPECTACLE lists everything Art in the region for 44,000+ residents.

Our target audience is broad – anyone interested in Arts & Culture in the region.

(continued)

With this grant we will continue to:

- partner and assist with events such as Food Fest, Classiqu'Art, Apples & Art, TimeraiserX, YACabuskalooza and all other Art Events providing whatever help we can;
- provide our Artist Incubation space at Aultsville Hall, where we hope to add an 'Artist in Residence' this year;
- source and promote educational and edu-tainment instructors and courses for delivery both through the city's leisure department and other venues;
- work with and incubate the various groups organizing art-related events and festivals, such as Priest's Mill Art Centre, Martintown Mill, and Focus Art. We were instrumental to the success of Apples & Art in 2017, and 2018's 27th anniversary edition will be even better.

The proposed core-funding grant will allow for YAC to show local artists, arts groups, other potential funders and levels of provincial and federal government a partnership between the City and YAC. Your core-funding dollars will enable YAC to function while we, as an autonomous not-for-profit corporation, apply for project funding from other granting organizations that provide project-based funding, such as OTF and OAC. Your grant will also allow us to:

- continue to offer the quality and level of service we've established as a resource;
- continue to work with the City to help with coordination of Arts in the Park and other festivals;
- continue to promote and coordinate educational and edu-tainment workshops for career artists, performers, and hobbyists;
- continue to act as a coordination and communications Hub for all modes of visual, performance, and creative art in the region;
- continue and grow our Circulating Gallery initiative which brings art to the community and the community to art.

Benefits to the community include:

- further progress on the city's strategic plan which addresses the need to support Arts and Culture to help foster a vibrant and healthy quality of life as outlined in its 1st and 2nd pillar;
- progress on the CultureScape and Arts Center initiatives;
- demonstrating support for an Arts Council as per the City's Economic Development Strategic Plan;
- providing a hub and focal point for artists and arts organizations under one umbrella, to act and speak with one voice;
- providing a coherent, accessible, and coordinated social and print media message distribution system for the community and it's artists to connect and engage with the wealth and depth of artistic talent and art happenings in Cornwall and the region.

How has the need for this service/project been determined?

Your Arts Council, Cornwall & the Isles was formed because of a recommendation in the CultureScape Report commissioned by Cornwall City Council in 2010. The report states:

"Recommended Actions - Regional Oversight of Arts and Culture - Support the development of an independent Regional Arts Council."

The report goes on to stipulate why and provide examples of other communities of similar size to Cornwall and how their Art Councils benefit their community.

Your Arts Council acts as a cohesive Hub for everything art in Cornwall and the region. Our Board members and Facilitator sit on a variety of Boards, committees, guilds and councils throughout the region and actively coordinate region-wide communications and collaborations.

Our Apples & Arts Studio Tour event is about to celebrate its 27th year with 21 locations showcasing more than 70 participating artists. The tour would not happen without YAC personnel, oversight and resources. Feedback from the venues, artists, and tour patrons is overwhelmingly positive that this is a necessary and popular event promoting cashflow for the community and local artists and enhancing quality of life.

The/le SPECTACLE provided a single resource for getting the word out about hundreds of art events to more than 44,000 online and print consumers every month. Feedback from consumers and organizers is extremely positive, with the most frequent comment that it is a resource much needed and greatly beneficial and appreciated.

YACabuskaalooza enhanced Food Fest this year, providing a crowd of thousands to showcase street artists from around the region. Feedback from the attendees and artists was all positive, that the YAC Powered stilt-walkers, magicians, jugglers, visual, musical, dance, story-telling and Balloon art provided a spectacle of delight and wonder that enhanced the festival and pride in what Cornwall has to offer.

How will you measure and evaluate the benefits of your service/project/program?

Our primary method of feedback and evaluation is through our board and Facilitator's interactions with the various committees, boards, councils, and general public as we go about participating in the community and events. We will further measure and evaluate each of our programs and YAC in general in many ways:

The/le SPECTACLE Online; Our website metrics and feedback gives us an overall idea of the number of people using the online calendar service to find events. The number of venues and organizers submitting events will also continue to be monitored. A survey button will be introduced to solicit opinions on the service and how it might be improved.

The/le SPECTACLE Print will run a comment directing people to an online survey designed to solicit feedback for future issues.

The Apples & Art Studio Tour will have two YAC volunteers touring the sites for the two days of the event, polling visitors as to where they have come from, how much they're intending to spend while they're here, where they heard about the event, and how we might improve it. The participating artists are being asked to keep track of the number of visitors to each site, as well as the total of sales made during the event.

The YAC Council actively seeks feedback from our membership at every AGM, and maintains a variety of open channels for feedback the rest of the year.

What may be the implications if the grant request is not approved?

The ultimate implication would be the dissolution of YAC. All of the infrastructure and legal bona fides and all of the time and money invested in obtaining them would have been wasted. The groups we incubate, such as Apples & Art and Classiqu'Arts, would be faced with an economic and legal crisis in that they would have to file their own legal and organizational applications, take over all of the trademark and branding and internet registrations currently held by YAC on their behalf, and pay the full weight of their legal filing obligations as distinct legal entities, rather than benefitting from the collective corporate structure YAC provides.

Further, the City of Cornwall would be countering their own policy developed as a result of the CultureScape report which recommended YAC be formed. Our potential role in the ultimate success of the planned Cornwall Centre for the Arts as a cohesive and connected Hub for the Arts in the region will never be realized. Lastly, artist's and arts groups in the region will lose the benefit of the uniting influence YAC has had, the advocacy YAC has provided, and the reassurance that the City of Cornwall is doing what it can to help artists help improve the quality of life in the region.

D - APPLICATION CHECKLIST

Please confirm below that your organization has provided the following information attached with your application:

Board Information

Board of Directors / Executive Listing ☒ Yes ☐ No

Copy of the most recent AGM Minutes ☒ Yes ☐ No

Financial Information


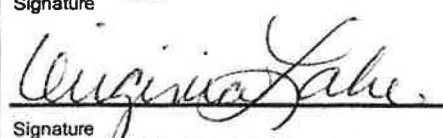
Current Year's Budget ☒ Yes ☐ No

Proposed Budget ☒ Yes ☐ No

Financial Statement (signed by 2 Directors) ☒ Yes ☐ No

E -SIGNATURE OF AUTHORIZED OFFICIAL(S)

We, the undersigned, certify that to the best of our knowledge the information provided in this municipal grant request is accurate and complete.

	FACILITATOR	09.14.18
Signature	Title	Date
	SECRETARY	09 14 18.
Signature	Title	Date

Email the completed original application and supporting documentation to finance@cornwall.ca

IMPORTANT: DOWNLOAD AND SAVE THIS DOCUMENT TO YOUR OWN SYSTEM TO AVOID LOSING DATA

2019 Municipal Grant Application

Application deadline: September 15, 2018

Please ensure that you provide full, complete and clear answers to the questions on this form. Failure to provide the required information may result in your organization being ineligible.

Use a combination of this form and support sheets as needed. Please label your attachments according to the Section it relates to.

A - APPLICANT INFORMATION

Application Date	September 15, 2018
Name of Community Agency/Organization	Cornwall BMX Club
Contact Person	Daniel Drouin
Email	dandrouin@hotmail.com
Telephone	h. 613.937.3869 c. 613.930.3168
Mailing Address	3231 Johnston Ave Cornwall, On K6K 1H4

B - GENERAL INFORMATION

Type of organization (ie: Registered Charity, Non-Profit Organization, no status, etc.) Non-Profit Organization

Incorporated as Non-Profit Organization: ☒ Yes ☐ No

Outline the mission statement, purpose and objectives of your organization.

The Cornwall BMX Club's focus is to reach as many youth and parents in Cornwall and the surrounding area as possible in order to provide them with the opportunity to increase their physical abilities, raise their physical and mental endurance and motivate them to participate in fundraising activities for a non-profit cause through the sport of Bicycle Motocross (BMX) Racing.

The goal of the Cornwall BMX Club is to operate and maintain the self-sustaining and sanctioned BMX racing track we've recently constructed in Guindon Park, Cornwall, and provide the community with a healthy and positive "alternative" physical activity that will allow individual and family growth.

With a track in place, we have seen our membership grow significantly, this provides the club with more revenue to invest in the track itself and beautification of the surrounding areas.

C - GRANT REQUEST

Under what classification are you requesting a Grant?

- ☐ CORPORATE GRANT ☐ COMMUNITY EVENT GRANT
☒ COMMUNITY PROJECT GRANT ☐ IN-KIND SERVICES (use of City property/facilities, resources, materials)

AMOUNT OF GRANT REQUEST

\$ 25,000 ☒ ONE-TIME ASSISTANCE ☐ ONGOING ASSISTANCE
In-Kind \$ _____ ☐ ONE-TIME ASSISTANCE ☐ ONGOING ASSISTANCE
(See Appendix A)

HAS YOUR ORGANIZATION RECEIVED A MUNICIPAL GRANT IN PREVIOUS YEARS? ☒ Yes ☐ No

AMOUNT OF GRANT PREVIOUSLY RECEIVED Year(s) 2017, 2018

\$ \$18,000 in 2017 and \$10,000 in 2018 In-Kind _____

PROJECT FUNDING/PARTNERSHIPS: (Indicate what other sources funding has been received or applied for. Use a separate sheet if necessary)

- ☐ Other levels of government ☐ United Counties of S.D. & G.
☒ Fundraising events ☒ Other sources (please specify)
☒ Donations

Please provide specific details. (For example: List other funders that have been contacted and funds received. Name other organizations that you are collaborating with to ensure the success of your project/program and how you will work with them.)

Corporation of the City of Cornwall, \$28,000: funds used to clear the land and excavate soil at the site, and purchase additional soil and supplies, starting gate platform, temporary fencing.
Rotary Club of Cornwall, \$10,000: funds used for the rental of equipment and purchase supplies necessary for the construction and sculpting of the track, starting hill and gate, generator, compressor.
BMX Canada/USA BMX, \$10,000 (in kind): design and shaping services of track, racing supplies, racing computer software.
Race and Practice Fees, \$10,000 (in 2018): ongoing sanction fees, racing supplies, track maintenance equipment
Speedy Glass/Krown Cornwall: \$2,000 (in kind): provision of large storage/shipping container.
Kristina Bougie, R.M.T. \$2,000: funds used for the cost of incorporation, administration, marketing.
Canadian Barge Builders, \$2,000 (in kind): heavy equipment services
Leduc Property Maintenance, \$1,500 (in kind): excavation and clearing
Contractor Rental Supply (CRS), \$500 (in kind): heavy equipment rental
Total Cyclery and Sports \$500: raffle prize
Boyer Signs, \$500 (in kind): sign printing services
Bicycle World \$250: heavy equipment rental
The Loose Caboose \$250: heavy equipment rental
Pristine Cleaning \$250: track supplies

WILL THE CITY OF CORNWALL BE THE PRIMARY FUNDING SOURCE OF THIS SERVICE/PROGRAM? ☐ Yes ☒ No

How the funds will be used to support your project or operations?

The operation of the new Cornwall BMX Track in Guindon Park began in the Summer of 2018 however there were some unforeseen additional expenses during the construction which have taken up a large portion of our budget set aside for fencing surrounding the perimeter of the track.

The requested fund will be used to provide fencing around the entire perimeter of the track in order to prevent motorized vehicles (motocross bikes, dirt bikes, ATVs) from accessing the track and damaging it, thereby creating a risk of injury to riders. Additional fencing will also be placed to keep spectators at a safe distance from the riding surface while competitors are on the track, thereby preventing collisions and injuries. Additional safety barriers will be installed on the top of the starting hill to prevent riders from falling down the steep embankments while in the staging area. The health and safety of the people who will be using and maintaining the track is of paramount importance and is our number one priority. These funds will help us to ensure that the residents of Cornwall will have a fun and safe location to ride bicycles in the City of Cornwall.

How does this funding request relate to Council's strategic priorities?

Quality of Life: BMX racing is a sport that is non-polluting, builds personal health, coordination, and character. It can be as competitive or non-competitive as the individual wants. It is an individual (as opposed to team) sport that offers many lessons which can be applied directly to adult life. The sport provides people of all ages with a fun and positive activity which promotes good health, respect, fairness, competition and sportsmanship. BMX, by its very nature, is an individual sport that can involve the entire family. There is no other organized sport in which each and every family member; boys, girls, mothers, fathers, can compete at the same event.

Economic and Financial: The Club will continue to host larger events which will occur over certain weekends (Friday-Sunday) during the summer months such as: Provincial and Gold Cup Qualifiers, Double Point Races, and possible National Series Races. These events attract riders, their families and additional spectators from all across Ontario, Quebec and the United States thus increasing revenues for local bicycle shops, motels/hotels, restaurants and other ancillary businesses. Also, BMX racing is an inexpensive sport to compete in, and no specialized equipment is needed to participate. Only a bicycle and helmet are required.

In 2018 our track had over 830 competitors compete in 25 events, and our Provincial Qualifier attracted 136 competitors and their families from around the province to compete in our 3 day weekend event last August.

How will the use of these funds benefit the residents of the City of Cornwall (specify the target audience)?

The Cornwall BMX Club's target market are the elementary and secondary school students of Cornwall and the counties of Stormont, Dundas, Glengarry, both male and female and their families.

Previously, there was a lack of youth centered activities (ages 3 to 16) in Cornwall and its surrounding communities where the participants only need to rely on their individual abilities. With the construction of our sanctioned BMX racing track in Guindon Park our Club has organized weekly sanctioned BMX races and practices, and assisted community and club members by providing them with licensed BMX cycling coaching and skill development during the summer months. BMX racing motivates, teaches self-discipline and reinforces self-esteem. People of all ages and abilities ride BMX bicycles on our track. Racers compete by age and by proficiency, this allows participants to compete against others who are of similar age and skill level.

The track attracts participants and spectators from surrounding municipalities, townships, out of province and the United States. The Cornwall BMX Club also serves to increase the revenues in local and surrounding area businesses and stimulate the economy for local bicycle sales and repair shops.

The Cornwall and surrounding area's total population is approximately 108,660 with a number youth within our target demographic at approximately 22,060. (Source: Statistics Canada, 2011). The average age of BMX racing participants is 13 years old and the average age of the event spectators is 34. The spectators out-number participants 3 to 1.

How has the need for this service/project been determined?

Our purpose is to provide the youth of the City of Cornwall and its surrounding communities with a healthy and structured recreational activity within a sanctioned national organization. There are no other sanctioned BMX racing tracks within a 100km radius of Cornwall. The closest BMX track to Cornwall is located in Ottawa, Ontario.

Current and potential club members had to travel to other cities such as Ottawa and Kingston just to participate in weekly "local" races as there is was no other sanctioned track within 100km of Cornwall to race or practice on. The lack of a track increased the financial burden on its members who had to travel, and prevented the growth of the Club as many residents willing to try BMX racing were unwilling or unable to travel such distances repeatedly.

The Cornwall BMX Club's focus is to reach as many youth and their parents as possible to provide them the opportunity to increase their physical abilities, raise their physical and mental endurance and motivate them to participate in fundraising activities for a non-profit cause.

The BMX racing track serves only human powered bicycles, and exists as a non-fee use facility open to all public users during daylight hours with the exception of organized and sanctioned Cornwall BMX Club events and when track conditions warrant. The Club also maintains the track through the use of community volunteers and its members.

How will you measure and evaluate the benefits of your service/project/program?

Though the physical and mental benefits of participating in organized sport is already well understood, the success of our track and club will be determined by the number of riders who have officially participated in our weekly sanctioned events and the club's ability to retain riders once our first season of operation is complete in the Fall of 2018. The development of the riders' BMX skills as they progress throughout the season coupled with the enjoyment factor of the sport felt by the participants would imply that the club goals are being satisfied.

A minimum number of riders must attend the events in order to maintain the operational expenses of the track such as BMX Canada sanction and insurance fees. The higher the number of riders that regularly attended events and new riders we attract, the better position our Club will be in financially, to re-invest in the track.

Sanctioned BMX tracks in Canada are also scored and evaluated by BMX Canada to maintain the standards set forth by the sanction. Higher scored tracks are ones who have taken steps to attract and retain riders and they are often offered the opportunity to host Provincial Series and National Series races, which is the top achievement for a BMX racing facility. It is our club's goal to host a Provincial Series race next season and potentially host a National Series race within 5 years of operation.

The club will also be actively observing and evaluating the number of riders and skill development of riders using the track during non-sanctioned hours. These numbers will be used to gauge the overall interest in action cycling in the City and surrounding townships.

What may be the implications if the grant request is not approved?

The Cornwall BMX Club is relying on the approval of this municipal grant in order ensure the proper completion of our project and ensure the safety and security of our club and community members who use our facility to compete or for recreation. Without the requested funds required to install the proper fencing, the track will continue to suffer from extreme damage caused by unauthorized vehicles who have unrestricted access to the recently completed facility, despite the use of a gate, multiple signs and additional physical barriers. The Club has also taken steps to prevent this reoccurring issue by posting specific warnings on common social media platforms however the track continues to be damaged by motorized vehicles and riders who do not respect the posted rules of the track.

This type of damage is extremely time consuming and expensive to repair and these events have occurred several times with each one requiring approximately 60 to 80 hours of labour and \$400 - \$1500 in equipment rentals to repair. Fencing around the entire perimeter of the track would prevent further damage and deter further vandalism.

D - APPLICATION CHECKLIST

Please confirm below that your organization has provided the following information attached with your application:

Board Information

Board of Directors / Executive Listing ☒ Yes ☐ No
Copy of the most recent AGM Minutes ☒ Yes ☐ No

Financial Information

Current Year's Budget ☒ Yes ☐ No
Proposed Budget ☒ Yes ☐ No
Financial Statement (signed by 2 Directors) ☒ Yes ☐ No

E -SIGNATURE OF AUTHORIZED OFFICIAL(S)

We, the undersigned, certify that to the best of our knowledge the information provided in this municipal grant request is accurate and complete.

Daniel G. Drouin	President, CBMXC	September 15, 2018
Signature	Title	Date
David Kuhn	Secretary, CBMXC	September 15, 2018
Signature	Title	Date

Email the completed original application and supporting documentation to dcaskenette@cornwall.ca

IMPORTANT: DOWNLOAD AND SAVE THIS DOCUMENT TO YOUR OWN SYSTEM TO AVOID LOSING DATA



2019 Municipal Grant Application

Application deadline: September 15, 2018

Please ensure that you provide full, complete and clear answers to the questions on this form. Failure to provide the required information may result in your organization being ineligible.

Use a combination of this form and support sheets as needed. Please label your attachments according to the Section it relates to.

A - APPLICANT INFORMATION

Application Date	October 22, 2018
Name of Community Agency/Organization	The Agape Centre
Contact Person	Johanne Couture
Email	jcouture@agapecentre.ca
Telephone	613 938 9297 ext. 27
Mailing Address	40 Fifth Street West Cornwall, ON K6J 2T4

B - GENERAL INFORMATION

Type of organization (ie: Registered Charity, Non-Profit Organization, no status, etc.) Non-Profit Organization

Incorporated as Non-Profit Organization: ☒ Yes ☐ No

Outline the mission statement, purpose and objectives of your organization.

The Agape Centre's purpose and objectives is to help those in need, within our community, with food - which is a human being's basic need.

How the funds will be used to support your project or operations?

We are requesting \$25,000.00 to support our Food Bank and Soup Kitchen budget. Our annual budget for these 2 specific line items is =

Personnel	⇒	\$55,000 (1 chef, 1 dishwasher, 0.25 client coordinator)
Food	⇒	\$50,000 (includes Food Bank and Soup Kitchen).
		<u>\$105,000</u>

How does this funding request relate to Council's strategic priorities?

Providing food to those in need (whether working poor, elderly, children, families on fixed income, E.I., or suffering from mental illness) is a basic need to every community member in the City of Cornwall, surrounding area, Province, Nation and the world in general as determined by the United Nations in 1946. I believe every member of Council agrees with this established truth.

How will the use of these funds benefit the residents of the City of Cornwall (specify the target audience)?

- It will help assure that the current 1200 families served by the Agape Centres' Food Bank, continue to have access to foods even in difficult months (summer).
- It will also help assure that hot lunches are prepared and served in our Soup Kitchen to 150+ people every weekday.

D - APPLICATION CHECKLIST

Please confirm below that your organization has provided the following information attached with your application:

Board Information


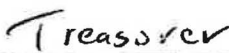
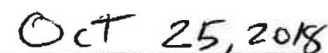


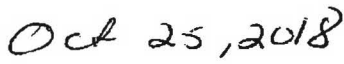
Board of Directors / Executive Listing ☒ Yes ☐ No
Copy of the most recent AGM Minutes ☒ Yes ☐ No

Financial Information

Current Year's Budget ☒ Yes ☐ No
Proposed Budget ☒ Yes ☐ No
Financial Statement (signed by 2 Directors) ☒ Yes ☐ No

E -SIGNATURE OF AUTHORIZED OFFICIAL(S)

We, the undersigned, certify that to the best of our knowledge the information provided in this municipal grant request is accurate and complete.

 Signature	 Title	 Date
 Signature	 Title	 Date

Email the completed original application and supporting documentation to finance@cornwall.ca

IMPORTANT: DOWNLOAD AND SAVE THIS DOCUMENT TO YOUR OWN SYSTEM TO AVOID LOSING DATA

2019 Municipal Grant Application

Application deadline: September 15, 2018

Please ensure that you provide full, complete and clear answers to the questions on this form. Failure to provide the required information may result in your organization being ineligible.

Use a combination of this form and support sheets as needed. Please label your attachments according to the Section it relates to.

A - APPLICANT INFORMATION

Application Date	September 13, 2018
Name of Community Agency/Organization	African Caribbean and International Association of Eastern Ontario.
Contact Person	Justin Ngwa (President)
Email	justinangwa@gmail.com
Telephone	613-930-2453
Mailing Address	608 Jase St. Cornwall ON K6H 7E9

B - GENERAL INFORMATION

Type of organization (ie: Registered Charity, Non-Profit Organization, no status, etc.) Non-Profit Organization

Incorporated as Non-Profit Organization: ☒ Yes ☐ No

Outline the mission statement, purpose and objectives of your organization.

- To serve and support nationals and new internationals
- To meet, greet and promote activities of mutual interest
- To offer a networking environment through social, economic and cultural events.
- To develop and implement programs designed to maintain cultural pride amongst members.

C - GRANT REQUEST

Under what classification are you requesting a Grant?

- ☐ CORPORATE GRANT ☒ COMMUNITY EVENT GRANT
☐ COMMUNITY PROJECT GRANT ☐ IN-KIND SERVICES (use of City property/facilities, resources, materials)

AMOUNT OF GRANT REQUEST

\$ 10,000.00

☒ ONE-TIME ASSISTANCE ☐ ONGOING ASSISTANCE

In-Kind \$ _____

☐ ONE-TIME ASSISTANCE ☐ ONGOING ASSISTANCE

(See Appendix A)

HAS YOUR ORGANIZATION RECEIVED A MUNICIPAL GRANT IN PREVIOUS YEARS?

☐ Yes ☒ No

AMOUNT OF GRANT PREVIOUSLY RECEIVED

Year(s) none

\$ _____ In-Kind _____

PROJECT FUNDING/PARTNERSHIPS: (Indicate what other sources funding has been received or applied for. Use a separate sheet if necessary)

- ☐ Other levels of government ☐ United Counties of S.D. & G.
☐ Fundraising events ☐ Other sources (please specify)
☒ Donations from members

Please provide specific details. (For example: List other funders that have been contacted and funds received. Name other organizations that you are collaborating with to ensure the success of your project/program and how you will work with them.)

none for now.

WILL THE CITY OF CORNWALL BE THE PRIMARY FUNDING SOURCE OF THIS SERVICE/PROGRAM?

☒ Yes ☐ No

How the funds will be used to support your project or operations? Budget for February 23, 2019 Black History Even

1. Organize Community Events	
Family visits to places of cultural interest - - - - -	\$650.00
2. Presentations by guest speakers (3) on topics related to Black History month - - - - -	\$1500.00
3. Organization of weekly activities - library, dance, visits homes - - - - -	\$1000.00
4. Renting Hall & Insurance - - - - -	700.00
5. Cultural exhibition & dance groups to promote Diversity - - - - -	2000.00
6. Publicity & TV promotion - - - - -	250.00
7. Presentation of International dishes & soft drinks (200 persons x \$20) - - - - -	4000.00
Total	= \$10,100.00

Income (Proposed) 16 members x \$60 Annual Dues = \$960

How does this funding request relate to Council's strategic priorities?

This is a Black History month celebration that takes place only once in a year. It promotes cultural and social integration of new immigrants and Canadian Internationals. It helps the community to integrate, meet and interact. it promotes diversity and helps the population of Cornwall get awareness on the historical background and culture of the people that are living within the city.

How will the use of these funds benefit the residents of the City of Cornwall (specify the target audience)?

- 1) Help promote intercultural exchanges in the city
- 2) It will re-inforce the position and dignity of immigrants in the society
- 3) It will help new immigrants to understand and learn the history of Cornwall and at the same be part of the community.

How has the need for this service/project been determined?

The group has been in operation since 2013. The group has hosted at least three of this event in the city of Cornwall. The group meets regularly on a monthly basis at members homes. During our monthly meetings, we welcome and accommodate new immigrants where we create awareness on integrating into Canadian life.

How will you measure and evaluate the benefits of your service/project/program?

- 1) Attendance and participation of the Cornwall Community is an indication of unity and interest. Looking at past events and rapid growth of participation (both immigrants and Canadians) shows the interest and love for this event.
- 2) During the event an evaluation will also be done to get the peoples' opinion and suggestions about the continuation of the event.

What may be the implications if the grant request is not approved?

It stresses members, but we'll try to see what to do. We will organize a modest event.

D - APPLICATION CHECKLIST

Please confirm below that your organization has provided the following information attached with your application:

Board Information

Board of Directors / Executive Listing

☒ Yes

☐ No

Copy of the most recent AGM Minutes

☒ Yes

☐ No

Financial Information

Current Year's Budget

☒ Yes

☐ No

Proposed Budget

☒ Yes

☐ No

Financial Statement (signed by 2 Directors)

☒ Yes

☐ No

E - SIGNATURE OF AUTHORIZED OFFICIAL(S)

We, the undersigned, certify that to the best of our knowledge the information provided in this municipal grant request is accurate and complete.

Signature

JUSTINA NGWA
[Signature]

Title

President

Date

September 13, 2018

Signature

Clement Gwanyama
[Signature]

Title

Financial Secretary

Date

September 13, 2018

Email the completed original application and supporting documentation to finance@cornwall.ca

IMPORTANT: DOWNLOAD AND SAVE THIS DOCUMENT TO YOUR OWN SYSTEM TO AVOID LOSING DATA



***Learning, Volunteerism, Social Inclusion and Community
Engagement for Seniors***

**Application for a Grant
From the City of Cornwall
to cover
Extraordinary Equipment Expenditures
In fiscal year 2019**

***Stormont, Dundas and Glengarry
Seniors Education Centre, Inc.
(Encore Education Centre)
B-146 Chevrier Ave., Cornwall, ON. K6H 1S1***

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Who We Are - an Overview

The Legal name of Encore is “***Stormont, Dundas and Glengarry Seniors Education Centre, Inc.***” The Centre was incorporated in the province of Ontario under Letters Patent filed in 1995. Encore is also a registered charity. Our registration number as a charity is 891333395 RR0001. Encore is an award-winning, community-based, mainly volunteer organization with a mandate to deliver academic classes, seminars and information sessions for seniors and adults aged 50 and over in the City of Cornwall and the surrounding counties of Stormont, Dundas and Glengarry.

Encore is a well-established community organization which has been operating successfully for the past 23 years. We have a strong governance structure and a very active curriculum committee that is in tune with the needs of the area’s seniors. Our administrative staff has also been with the Centre for a number of years. They are knowledgeable and dependable. Our offices and classroom are currently located at the Centre Charles-Emile Claude (CCEC), 146 Chevrier Avenue, Cornwall.

Our program provides unique educational experiences that promote learning, volunteerism, social inclusion and community engagement. There are no educational prerequisites and no exams or grades. Many of the classes include discussions that are based on the broad experiences of the participants and are conducted in a relaxed, friendly environment. Computer-learning programs are interactive and are carried out in a lab.

The courses cover a broad range of topics and are conducted during the daytime by our accomplished, knowledgeable and enthusiastic volunteer leaders. A listing of typical offerings is included in the attached ***Encore Fall 2018 Program*** (see pages 15 to 23). The program is delivered in English and includes offerings that teach the French and Spanish languages.

In the 2017 calendar year, Encore conducted 90 individual courses which were attended by 1,157 registrants and provided a total of 4,073 hours of course attendance. Volunteers executed all the management, course-presentation and

fund raising tasks needed to run these programs. For many of these volunteers, a significant number of hours of effort were contributed.

Governance

Encore is governed by a Board of not less than nine Directors which are elected annually from the Encore membership at their Annual Meeting. For this purpose, the Encore membership is defined in the By-Laws as all individuals who have participated in Encore activities during the current or preceding academic year. Currently, the members of the Board of Directors are as follows:

<u>Name</u>	<u>Telephone</u>	<u>Email</u>
Murray Barkley	613-346-2350	mapbarkley@gmail.com
Frank Cottier	613-935-8127	fcottier@cogeco.ca
Gerard Dubois	613-930-9267	gdubois2@cogeco.ca
Dorothy Forrester	613-933-4182	dorifor@cogeco.ca
Carley Foulds	613-932-9441	cfoulds2@cogeco.ca
Bill Fry	613-935-7018	bill@frybill.com
Dr. Stephen Helle	613-347-3166	stephenhelle@gmail.com
Duncan MacPhee	613-703-8125	macphed@sympatico.ca
Ian McKinnon	613-935-9434	ian.mckinnon@cogeco.ca
Adrienne Toews	613-933-9045	atoews2@cogeco.ca

Following its election, the Board appoints from its members the following officers who will constitute the Executive Committee of the Board: President, Vice President, Past President, Secretary, and Treasurer. Currently, the Executive Committee is made up of the following Board members:

President:	Dorothy Forrester
Vice-President:	Ian McKinnon
Past President:	Ray Riley
Secretary:	Carley Foulds
Treasurer:	Bill Fry

The Board has adopted a comprehensive set of formal Policies and Procedures and has appointed a number of committees, including a Finance and Audit

Committee, a Nominating Committee and a Curriculum Committee to ensure that we will conform with the highest standards of governance. We have also adopted a formal Code of Conduct to ensure that all members and staff will be encouraged to conduct all their business at Encore in accordance with legal and socially acceptable standards and proper deportment.

Finances

Encore is financed primarily through course fees paid by members upon registration for a course. In our early years, when our classroom was provided on a rent-free basis by St. Lawrence College, this was sufficient to pay for our operating expenses and the salaries of our two part-time employees. But eventually, due to enrollment increases and other financial pressures, the college was required to initiate a rent charge. At that time, Encore responded by increasing its course fees, only to find that the additional income expected to be generated by such an increase was offset by a reduction in registrations. It was our conclusion that many of our senior clientele, being long retired on fixed incomes with no meaningful hope of increases, were under a high degree of financial strain and simply could not afford the added cost. Accordingly, Encore opted to freeze the fees and increase its efforts to raise funds from donors, patrons and other sources.

Today, fund-raising activities have become a critical component of the funding requirements to run Encore. This work is done exclusively by our volunteers. Our fund-raising activities include bingo sponsorship, garage sales, dances, BBQ dinners and anything else that might help. We were also fortunate to have received a grant in the amount of \$5,000 from the City of Cornwall in 2016 to assist us in meeting extraordinary expenses in that year due to our move from St. Lawrence College to 1500 Cumberland Street (formerly known as J. R. Leger School). And in April of 2018, we received a \$12,000 grant from the Ontario Ministry of Senior Affairs for the purpose of advertising and marketing our services to the Senior community. This grant allows us to engage in in-depth marketing activities to reach our clientele during the period running from April of 2018 to March of 2019. It is anticipated that when completed, this marketing

plan will increase the number of seniors in the community who utilize our services and will provide greater stability to our future finances.

Copies of our Balance Sheet as of December 31, 2017 (our fiscal year-end) and our Statement of Revenues and Expenditures as of that date are attached at pages 10 and 11 respectively. Also attached (page 12) is a copy of the minutes of our last Annual Meeting held on May 12th, 2018.

Budget for Fiscal 2019

We anticipate that three recent developments at Encore will have a positive impact on our finances in fiscal 2019:

- Our move to CCEC has provided us with a larger classroom with greater accessibility for seniors with disabilities and room for larger class sizes;
- The marketing campaign currently under way in connection with our Ontario Seniors' grant will allow us to
- advertise our services to many more potential clients than was previously possible; and
- Our board and our Curriculum Committee have initiated a plan to attract new presenters and to modernize and upgrade the content of our courses.

As a result of these initiatives, we anticipate that the number of seniors making use of Encore's services will increase by approximately 25%. Accordingly, we have prepared the following budget for fiscal 2019 on the basis of that assumption:

Budget for Fiscal 2019

Income

Bingo Distributions	\$8,400	
Course fees	45,500	
Donations	5,000	
Fundraising Income	3,000	
2019 Portion of Ontario Seniors' Grant	2,400	
GST Refund	1,000	
Total Income		\$65,300

Expense

Fundraising Expenses	1,250
Advertising & Promotion	3,000
Bank & Credit Card fees	700
Classroom expenses	800
Course refunds	600
D&O Liability Insurance	1,410
Memberships & Subscriptions	140
Miscellaneous expenses	300
Office supplies	350
Postage & Shipping	850
Rent expense	12,900
Telephone & internet	2,080
Contingencies	1,400
Wages & Benefits	37,450

Total Expense **\$63,230**

Net Income **\$2,070**

Our Grant Request

Although our fund-raising activities have been successful in keeping Encore afloat to-date, rising prices, rents and salaries have made it increasingly difficult to keep pace with our financial needs. The decreased enrollment experienced in the past two years has been particularly challenging, as the nature of our operations requires that we maintain sufficient working capital to finance many expenditures well in advance of the dates that registration income becomes available. As a result of the resultant budget compressions, we have been forced to ignore a critical area of need which is now becoming more urgent: *replacement and upgrading of our ageing and outdated office and classroom equipment*. The reader will note that there is currently no provision in our proposed budget for this expense.

All of our computers and printers are more than 10 years old. The ages of some of them are unknown as they were donated to us by St. Lawrence College years ago when they became surplus to their needs. Our three computers have been upgraded as much as possible but technical limitations prevent the operating systems from being upgraded beyond Windows 7 for which the limited technical support that is currently available will be fully discontinued as of January 2021. Our two printers are even older and technical support is no longer an option. Both must be replaced. In addition, our internal router and wifi capabilities are not capable of providing the higher speeds and capacities that are required to accommodate the increasing needs of our presenters and students.

We are also anxious to upgrade our ancient presentation and projection equipment to provide additional options to those of our presenters who wish to utilize the interactive capabilities of modern smart television technology to make their presentations more meaningful to our clientele.

Accordingly, we are appealing to the City to provide Encore with a one-time grant in order to allow us to acquire the following equipment replacements and upgrades:

<u>Equipment Description</u>	<u>Estimated Unit Cost</u>	<u>Units Needed</u>	<u>Total Cost</u>
Laptop Notebook Computer	\$900	1	\$870
Desktop Computers	\$875	2	\$1750
17" LCD Monitors	\$130	2	\$260
High Capacity Laserjet Printer/Scanner	\$450	1	\$450
Deskjet Printer	\$120	1	\$120
Heavy duty Wireless Router	\$380	1	\$380
75" 4K UHD HDR Smart TV	\$1900	1	\$1900
<u>Total:</u>			<u>\$5730</u>

The prices for these items have been provided by our office staff who contacted local suppliers with requests for quotations. None of the above amounts include HST for which we receive a rebate of 50%. Nor do they reflect the fact that we will "shop around" for the lowest cost provider for these items and may be able

to negotiate a volume discount for the purchases. However, we also anticipate that the acquisition of these items may also require that we incur additional installation, wiring and other attendant expenses. We would also be open to the possibility that, for some of the items, the City may be able to provide an "in-kind" donation in the event that the City may have such items that are presently surplus to their needs. However, based on the assumption that these discounts and in-kind substitutions may not be possible, ***we hereby request that the City of Cornwall approve a grant in the amount of \$5,730 to permit the Encore Seniors' Education Centre to proceed with this replacement program.***

Contact Persons

This application for a grant was prepared on behalf of the Encore Seniors' Education Centre by Ian McKinnon, Director and Vice-President. He can be reached by telephone at (613) 935-9434, by email at ian.mckinnon@cogeco.ca or by snail mail at 2020 Belvedere Crescent, Cornwall, Ontario, K6H 6M9.

Alternatively, our Coordinator, Gord Hogan, can be contacted by calling our office at (613) 937-1525 or by emailing encore@bellnet.ca. Other directors/officers of Encore can be contacted at the individual coordinates listed for each of them on page 4. We look forward to providing any additional information or clarifications that may be required to support this request.



Ian McKinnon, Director & Vice-President

September 13, 2018



2019 Municipal Grant Application

Application deadline: September 15, 2018

Please ensure that you provide full, complete and clear answers to the questions on this form. Failure to provide the required information may result in your organization being ineligible.

Use a combination of this form and support sheets as needed. Please label your attachments according to the Section it relates to.

A - APPLICANT INFORMATION	
Application Date	September 13, 2018
Name of Community Agency/Organization	Cornwall Waterfest
Contact Person	Cindy Rowe
Email	cindyjimrowe@hotmail.com
Telephone	613-528-4989
Mailing Address	17880 McPhail Rd Martintown, ON K0C1S0

B - GENERAL INFORMATION	
Type of organization (ie: Registered Charity, Non-Profit Organization, no status, etc.) <u>non-profit</u>	
Incorporated as Non-Profit Organization: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <u>In process</u>	
Outline the mission statement, purpose and objectives of your organization. Our mission is to provide the community with a fun and friendly day of healthy physical activity by participating in a dragon boat festival that showcases the beautiful historic Cornwall canal. Our objective is to eventually form a dragon boat club and club house.	

C - GRANT REQUEST

Under what classification are you requesting a Grant?

- | | |
|--|--|
| <input type="checkbox"/> CORPORATE GRANT | <input checked="" type="checkbox"/> COMMUNITY EVENT GRANT |
| <input type="checkbox"/> COMMUNITY PROJECT GRANT | <input checked="" type="checkbox"/> IN-KIND SERVICES (use of City property/facilities, resources, materials) |

AMOUNT OF GRANT REQUEST

\$ 2,000.00

☐ ONE-TIME ASSISTANCE ☐ ONGOING ASSISTANCE

In-Kind \$ \$5K approx

☐ ONE-TIME ASSISTANCE ☐ ONGOING ASSISTANCE

(See Appendix A)

↳ we have never been advised of amount

HAS YOUR ORGANIZATION RECEIVED A MUNICIPAL GRANT IN PREVIOUS YEARS?

☒ Yes ☐ No

AMOUNT OF GRANT PREVIOUSLY RECEIVED

Year(s) 2018

\$ 1,000

In-Kind \$5K approx.

PROJECT FUNDING/PARTNERSHIPS: (Indicate what other sources funding has been received or applied for. Use a separate sheet if necessary)

- | | |
|---|--|
| <input type="checkbox"/> Other levels of government | <input type="checkbox"/> United Counties of S.D. & G. |
| <input type="checkbox"/> Fundraising events | <input checked="" type="checkbox"/> Other sources (please specify) |
| <input checked="" type="checkbox"/> Donations | <u>Local business community</u> |

Please provide specific details. (For example: List other funders that have been contacted and funds received. Name other organizations that you are collaborating with to ensure the success of your project/program and how you will work with them.)

Ontario Power Generation -
Gauthier Wealth Advisory
Eastern Welding
Shoeless Soes
MacGregor Crane
Emard Lumber
Nav Canada
St. Lawrence River Institute
Kinsmen Club of Cornwall

WILL THE CITY OF CORNWALL BE THE PRIMARY FUNDING SOURCE OF THIS SERVICE/PROGRAM?

☐ Yes ☒ No

How the funds will be used to support your project or operations?

The funds from the city are used to assist with the cost of renting porta potties as well as a small portion of the insurance fees. The costs have risen over the past 2 years. The St. Lawrence Seaway has also started to charge for the use of the park land.

How does this funding request relate to Council's strategic priorities?

Ensuring the continuation of a great community event. Attracts out of town visitors. Partnership with local volunteers, business community & service club. Youth program developing with local high schools. Use of canal lands. 2019 will be 10th year.

How will the use of these funds benefit the residents of the City of Cornwall (specify the target audience)?

We have started to develop a youth division with the local high schools. This past year was the first year we had youth specific teams. These teams start to practice the end of May through to August. Dragon boat racing is a sport that can be enjoyed by all ages. It uses the canal lands.

How has the need for this service/project been determined?

The number of teams that register to participate. The various teams that practice leading up to event. The increase in out of town participants

How will you measure and evaluate the benefits of your service/project/program?

We are continuing to grow, interest is high. This past year we had 21 teams registered.

What may be the implications if the grant request is not approved?

We only ask the city for what we actually "need"-not "want". We couldn't do event without the support of the city. The fire rescue boat is required for insurance purposes.

D - APPLICATION CHECKLIST

Please confirm below that your organization has provided the following information attached with your application:

Board Information

Board of Directors / Executive Listing ☒ Yes ☐ No
Copy of the most recent AGM Minutes ☒ Yes ☐ No

Financial Information

Current Year's Budget ☒ Yes ☐ No
Proposed Budget ☒ Yes ☐ No
Financial Statement (signed by 2 Directors) ☒ Yes ☐ No

E -SIGNATURE OF AUTHORIZED OFFICIAL(S)

We, the undersigned, certify that to the best of our knowledge the information provided in this municipal grant request is accurate and complete.

		
Signature	Title	Date
		
Signature	Title	Date

Email the completed original application and supporting documentation to finance@cornwall.ca

IMPORTANT: DOWNLOAD AND SAVE THIS DOCUMENT TO YOUR OWN SYSTEM TO AVOID LOSING DATA



APPENDIX A

2019 COMMUNITY EVENT (In-kind Services)

(Please complete if applying for in-kind services & attach to application.

In-kind services does not include Police Services.)

Transportation / Parking Services	Description of Services Required
Labour	<i>Please see attached</i>
Equipment	
Material	
Other	
Municipal Works Services	Description of Services Required
Labour	<i>Please see attached</i>
Equipment	
Material	
Other	
Park Services	Description of Services Required
Labour	<i>Please see attached</i>
Equipment	
Material	
Facilities	
Recreation Services	Description of Services Required
Labour	<i>Please see attached</i>
Equipment	
Material	
Facilities	
Other	Description of Services Required
Other (please specify)	<i>Please see attached</i>
<i>By-Law</i>	

Part A

Organization Name & Contact Information

Cornwall Waterfest

Contacts:

Cindy Rowe

Tel: 613-528-4989

Email: cindyjimrowe@hotmail.com

Warren Thompson

Tel: 613-363-9095

wthompson24@cogeco.ca

Kevin O'Rourke

kevin.o.rourke@hotmail.com

Cornwall Waterfest Committee

Lea Emard – Chair

Kevin O'Rourke – Secretary

Cindy Rowe – Treasurer

Warren Thompson

Chris Emard

Joey Losier

Jim Althouse

Rebecca Runions

Christine Bergeron

Casey Emard

Angela Labelle

Dave Runions

Sandy Collette

Purpose of Grant

Event Description: Last year was the 9th year of the Cornwall Waterfest event. The event takes place on the second Saturday in August along the banks of the Old Cornwall Canal. Friday evening various teams practice for the race the following day. Saturday is event day with the dragon boat race as well as a marketplace which boasts various local and area artists along with the St. Lawrence Parks Commission stage which highlighted various local talents throughout the day.

The community benefits as whole from an event like Waterfest. Last year 200 members of out of town teams plus their entourage attended the event. Over 400 local citizens participated on teams and were cheered on by friends, family and other spectators. Dragon boat racing is the fastest growing water sport in the world. This event promotes healthy lifestyles for participants and spectators. It also benefits local merchants who provide food and lodging to out of town participants as well as locals.

Invitations are sent out promoting the Cornwall Waterfest event to all dragon boat and rowing clubs in Ontario, Quebec and upstate New York. Word is spreading throughout the dragon boat community about the Cornwall event, each year we have seen teams from other communities interested in coming to Cornwall to participate. The committee continues to have membership in Dragon Boat Canada and in return our Cornwall event was promoted on their national website. The committee plans to continue to grow the festival at a manageable rate with the focus being the dragon boat races. We had many out of town visitors attend the event and had great feedback from participants and spectators of all ages.

The in-kind services that the City of Cornwall provides for this event are crucial to the events success and are very much appreciated.

Project Funding:

The event is funded by local corporate sponsorship, in-kind services from various local businesses, vendor charges, and entrance fees for event participants. There is no charge for spectator attendance.

A volunteer committee of 13 people work on planning the event, meeting on a monthly basis year round.

There is approximately 50 day of event volunteers supporting the event.

The overall plan of the Waterfest committee is to not only provide an annual festival but to help in establishing a formal dragon boat club in Cornwall.

The City of Cornwall is not the primary funding source of this event.

In Kind Services Requested for 2019

- 25 Picnic tables placed along the canal bank, one for each team. Picnic tables placed along the south edge of the west field, one for each team.
- 20 Picnic tables also placed on site for use by the general public and race officials.
- 6 tables and 4 chairs for registration area
- Same set up of park as previous year, staffing to set up
- Garbage cans and recycling bins placed strategically around the event site, staff to empty after lunch and after the event, city staff to assist with maintenance of porta potties
- Lawn sweeping to remove goose droppings, etc from the canal bank and field, as is done in city parks.
- Cut grass on site, the week prior to the event, and ensure that there are no noxious weeds on the banks of the canal where spectators would be present. Preparation of the property as required to ensure public safety
- The cities assistance in making site improvements is needed to improve the walkability of the site area. This continues to be an ongoing yearly task seeing improvement year over year with a combination of donated materials, waterfest volunteer labour, and the assistance of the city.
- One week prior to event (completed by Wednesday prior to start date): Transport and install three docks (as supplied by city; old city docks and or committee supplied) and a ramp onto the docks, as done in the past.
- Docks are in rough shape and will need some repair which could be completed during the winter months.
- Provide life guards, Friday evening two lifeguards for 4 hours, Saturday two lifeguards 8 hours. Depending on practice schedule and location Friday evening lifeguards might not be required.
- Provide additional insurance for event.
- **Park permits and licenses for event and marketplace vendors exhibit.**
- NOTE: The cities bylaw department charged the committee \$400 for the marketplace last year even though city council approved the grant request. We are specifically asking the city not to charge the committee a license or permit fee for the event. Our small craft vendors sell approx. \$100 on the day, they pay \$25 to attend. With 15 vendors, our event is small and we do not cover the expense of the license and permit fees requested by the cities by-law department. We are specifically asking the city and city council to waive this fee.
- Advertise the event on the city website, civic complex sign and in city bulletins 2 – 3 months leading up to the event
- Temporary CURB ramp for access to site FROM SECOND STREET WEST – same as previous years, “no parking” signs placed along south side of Second Street to ensure public safety along 2nd St West.
- - Rope for volunteers to rope off the 200 feet west of Haulage on the South side of 2nd Street to keep people from driving on the lawn of that property owner.

- Loan Approx. 100 Traffic cones and fifteen barricades for site set up, a temporary stop sign added at the corner of Power Dam Drive and Second Street on Second Street to control traffic exiting on-site parking. Provide. Waterfest volunteers will look after placement of the above.
- 6 porta potties and 2 hand washing stations.
- Fire rescue boat in the water at the canal on site for Saturday for the entire race period. Event will not happen if this is not provided as it is a mandatory part of our insurance coverage
- It would be nice to see the "City of Cornwall" represented at the event with a city sponsored dragon boat team as do many other local employers.



2019 Municipal Grant Application

Application deadline: September 15, 2018

Please ensure that you provide full, complete and clear answers to the questions on this form. Failure to provide the required information may result in your organization being ineligible.

Use a combination of this form and support sheets as needed. Please label your attachments according to the Section it relates to.

A – APPLICANT INFORMATION	
Application Date	September 11, 2018
Name of Community Agency/Organization	Optimist Club of Cornwall/Cornwall Ribfest
Contact Person	Terry Muir
Email	Terrymuir6@gmail.com
Telephone	613-362-3101
Mailing Address	P.O. Box 794 Station Main Cornwall, On K6H 5T7
B - GENERAL INFORMATION	
Type of organization (ie: Registered Charity, Non-Profit Organization, no status, etc.) <u>Non profit</u>	
Incorporated as Non-Profit Organization: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	

Outline the mission statement, purpose and objectives of your organization.

Objectives: To help youth through our activities. We currently sponsor Cornwall Optimist Minor Ball Hockey League, Cornwall Optimist Minor Softball League, Respect for Law, Youth Achievement Awards, Little Rascals Pine Derby Race, the Cornwall Optimist Soap Box Derby and many other programs geared towards youth.

Mission: By providing hope and positive vision, Optimists bring out the best in youth.

Purpose: To develop Optimism as a philosophy of life utilizing the tenets of the Optimist Creed. To promote an active interest in good government and civic affairs, to inspire respect for law, to promote patriotism and work for international accord and friendship among all people; to aid and encourage the development of youth; in the belief that the giving of one's self in service to others will advance the well being of humankind, community life and the world.

C – GRANT REQUEST

Under what classification are you requesting a Grant?

- ☐ CORPORATE GRANT ☐ COMMUNITY EVENT GRANT
☐ COMMUNITY PROJECT GRANT ☒ IN-KIND SERVICES (use of City property/facilities, resources, materials)

OF GRANT REQUEST

AMOUNT

\$ _____

☐ ONE-TIME ASSISTANCE ☐ ONGOING ASSISTANCE

In- Kind \$ _____

☐ ONE-TIME ASSISTANCE ☒ ONGOING ASSISTANCE

(See Appendix A)

HAS YOUR ORGANIZATION RECEIVED A MUNICIPAL GRANT IN PREVIOUS YEARS?

Yes ☒ No

AMOUNT OF GRANT PREVIOUSLY RECEIVED Year(s)

\$ _____ In-Kind 2016/2017 _____

PROJECT FUNDING/PARTNERSHIPS: (Indicate what other sources funding has been received or applied for. Use a separate sheet if necessary)

- | | |
|--|--|
| <input type="checkbox"/> Other levels of government | <input type="checkbox"/> United Counties of S.D. & G. |
| <input checked="" type="checkbox"/> Fundraising events | <input checked="" type="checkbox"/> Other sources (please specify) |
| <input checked="" type="checkbox"/> Donations | |

Please provide specific details. (For example: List other funders that have been contacted and funds received. Name other organizations that you are collaborating with to ensure the success of your project/program and how you will work with them.)

The Optimist Club of Cornwall actively searches for sponsors and advertisers for this event to assist in the cost of putting this event on.

WILL THE CITY OF CORNWALL BE THE PRIMARY FUNDING SOURCE OF THIS SERVICE/PROGRAM?

☐ Yes

☒ No

How the funds will be used to support your project or operations?

How does this funding request relate to Council's strategic priorities?

This event brings many visitors to Cornwall and area as well as out of town personnel that are involved with the event adding to the accommodation industry.

How will the use of these funds benefit the residents of the City of Cornwall (specify the target audience)?

This is a free admission event that allows everyone to come to the park and enjoy the free entertainment regardless of ability to pay.

How has the need for this service/project been determined?

There is a need for the youth services that the Optimist Club of Cornwall provides and this allows us to earn some of the funds required to fund the programs we offer.

How will you measure and evaluate the benefits of your service/project/program?

Through the number of visitors and our ability to fund our ongoing programs for youth.

What may be the implications if the grant request is not approved?

It would be a larger burden placed on the community as we raise the funds required for a successful event as the cost of the services provided by the City of Cornwall would erode our ability to raise funds for other projects.

D – APPLICATION CHECKLIST

Please confirm below that your organization has provided the following information attached with your application:

Board Information

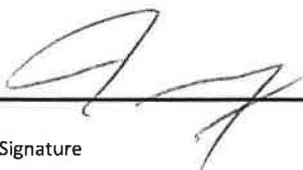
Board of Directors / Executive Listing	Yes
Copy of the most recent AGM Minutes	Yes

Financial Information

Current Year's Budget	Yes
Proposed Budget	Yes
Financial Statement (signed by 2 Directors)	No

E –SIGNATURE OF AUTHORIZED OFFICIAL(S)

We, the undersigned, certify that to the best of our knowledge the information provided in this municipal grant request is accurate and complete.

	Co-Chair	September 11, 2018
Signature	Title	Date
Signature	Title	Date

Email the completed original application and supporting documentation to finance@cornwall.ca

IMPORTANT: DOWNLOAD AND SAVE THIS DOCUMENT TO YOUR OWN SYSTEM TO AVOID LOSING DATA

APPENDIX A 2019 COMMUNITY EVENT (In-kind Services)



(Please complete if applying for in-kind services & attach to application.

In-kind services does not include Police Services.)

Transportation / Parking Services	Description of Services Required
Labour	
Equipment	
Material	
Other	Free passes on Cornwall Transit buses for people attending the event.
Municipal Works Services	Description of Services Required
Labour	
Equipment	
Material	
Other	
Park Services	Description of Services Required
Labour	Park set-up/Clean-up.
Equipment	Sweeper, loader to move tables and chairs.
Material	Cow mats, tables and chairs, recycling and refuse bags. Containers for garbage and recycling.
Facilities	

Recreation Services	Description of Services Required
Labour	
Equipment	Fencing behind ribbers.
Material	
Facilities	
Other	Description of Services Required
Other (please specify)	Use of the Civic Complex salons A, B and C in the event of severe weather.
	EMS on site.
	Police services for approximately 64 hours.



2019 Municipal Grant Application

Application deadline: September 15, 2018

Please ensure that you provide full, complete and clear answers to the questions on this form. Failure to provide the required information may result in your organization being ineligible.

Use a combination of this form and support sheets as needed. Please label your attachments according to the Section it relates to.

A - APPLICANT INFORMATION

Application Date	August 31, 2018
Name of Community Agency/Organization	Cornwall Triathlon
Contact Person	Rob Allen
Email	racedirector@cornwalltriathlon.com
Telephone	
Mailing Address	548 Jo-Anne Cres Cornwall, ON K6H 7H7

B - GENERAL INFORMATION

Type of organization (ie: Registered Charity, Non-Profit Organization, no status, etc.) NPO

Incorporated as Non-Profit Organization: ☐ Yes ☒ No

Outline the mission statement, purpose and objectives of your organization.

See attached

C - GRANT REQUEST

Under what classification are you requesting a Grant?

- ☐ CORPORATE GRANT ☐ COMMUNITY EVENT GRANT
☐ COMMUNITY PROJECT GRANT ☒ IN-KIND SERVICES (use of City property/facilities, resources, materials)

AMOUNT OF GRANT REQUEST

\$ _____ ☐ ONE-TIME ASSISTANCE ☐ ONGOING ASSISTANCE

In- Kind \$ _____ ☐ ONE-TIME ASSISTANCE ☐ ONGOING ASSISTANCE

(See Appendix A)

See attached

HAS YOUR ORGANIZATION RECEIVED A MUNICIPAL GRANT IN PREVIOUS YEARS?

☒ Yes ☐ No

AMOUNT OF GRANT PREVIOUSLY RECEIVED

Year(s) _____

\$ _____ In-Kind

☒

*Parks & Recreation
Municipal Works - Roads
Transit
Fire dept - Fire boat*

PROJECT FUNDING/PARTNERSHIPS: (Indicate what other sources funding has been received or applied for. Use a separate sheet if necessary)

- ☐ Other levels of government ☐ United Counties of S.D. & G.
☐ Fundraising events ☒ Other sources (please specify)
☐ Donations

Please provide specific details. (For example: List other funders that have been contacted and funds received. Name other organizations that you are collaborating with to ensure the success of your project/program and how you will work with them.)

*Participant registration fees
misc. sales
Sponsorship*

WILL THE CITY OF CORNWALL BE THE PRIMARY FUNDING SOURCE OF THIS SERVICE/PROGRAM?

☐ Yes ☒ No

How the funds will be used to support your project or operations?

To facilitate a safe & clean environment for both youth & adult Cornwall Triathlon events.

How does this funding request relate to Council's strategic priorities?

2016-2018 Strategic Plan

Pillar 1 - Quality of Life B. Active Living

Pillar 2 - Economic & Financial A vi) Complete Tourism Strategy (events)

Pillar 4 - Governance & Admin
C. Community Engagement iii) self promotion & communications

How will the use of these funds benefit the residents of the City of Cornwall (specify the target audience)?

The resulting funds are donated to the Boys & Girls Club of SD & G.

How has the need for this service/project been determined?

By the increase in participation within the community and beyond.

By the increase in funds raised for the charity recipient

How will you measure and evaluate the benefits of your service/project/program?

Survey completed by the participants

The participants are also asked

- how much \$ they spend in Cornwall
- if they have stayed at a hotel

What may be the implications if the grant request is not approved?

The in-kind services are required to put on a safe & clean environment. Without the in-kind support the event would not be able to be held.

D - APPLICATION CHECKLIST

Please confirm below that your organization has provided the following information attached with your application:

Board Information

Board of Directors / Executive Listing	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Copy of the most recent AGM Minutes	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Financial Information

Current Year's Budget	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Proposed Budget	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Financial Statement (signed by 2 Directors)	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

E -SIGNATURE OF AUTHORIZED OFFICIAL(S)

We, the undersigned, certify that to the best of our knowledge the information provided in this municipal grant request is accurate and complete.

		
Signature	Title	Date
		
Signature	Title	Date

Email the completed original application and supporting documentation to finance@cornwall.ca

IMPORTANT: DOWNLOAD AND SAVE THIS DOCUMENT TO YOUR OWN SYSTEM TO AVOID LOSING DATA



APPENDIX A

2019 COMMUNITY EVENT (In-kind Services)

(Please complete if applying for in-kind services & attach to application.

In-kind services does not include Police Services.)

Transportation / Parking Services	Description of Services Required
Labour	
Equipment	
Material	
Other	
Municipal Works Services	Description of Services Required
Labour	See attached details
Equipment	
Material	
Other	
Park Services	Description of Services Required
Labour	See attached details
Equipment	
Material	
Facilities	
Recreation Services	Description of Services Required
Labour	See attached details
Equipment	
Material	
Facilities	
Other	Description of Services Required
Other (please specify)	See attached details

Cornwall Fire Dept Boat for swim safety
 Cornwall Police Service Required for intersection closures
 Cornwall Transit use of vehicles #1850-3300



2019 Municipal Grant Application

Application deadline: September 15, 2018

Please ensure that you provide full, complete and clear answers to the questions on this form. Failure to provide the required information may result in your organization being ineligible.

Use a combination of this form and support sheets as needed. Please label your attachments according to the Section it relates to.

A – APPLICANT INFORMATION	
Application Date	September 11, 2018
Name of Community Agency/Organization	Cornwall and District Service Club Council/Santa Claus Parade
Contact Person	Terry Muir
Email	<u>Terrymuir6@gmail.com</u>
Telephone	613-362-3101
Mailing Address	P.O. Box 2002 Cornwall, On K6H 6N7
B - GENERAL INFORMATION	
Type of organization (ie: Registered Charity, Non-Profit Organization, no status, etc.) <u>Registered charity</u>	
Incorporated as Non-Profit Organization: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	

Outline the mission statement, purpose and objectives of your organization.

To organize and provide a Santa Claus Parade and festival for the citizens of Cornwall and area.

C – GRANT REQUEST

Under what classification are you requesting a Grant?

- ☐ CORPORATE GRANT ☒ COMMUNITY EVENT GRANT
☐ COMMUNITY PROJECT GRANT ☒ IN-KIND SERVICES (use of City property/facilities, resources, materials)

OF GRANT REQUEST	AMOUNT
\$ <u>4,500.00</u>	<input type="checkbox"/> ONE-TIME ASSISTANCE <input checked="" type="checkbox"/> ONGOING ASSISTANCE
In- Kind \$ _____	<input type="checkbox"/> ONE-TIME ASSISTANCE <input checked="" type="checkbox"/> ONGOING ASSISTANCE
(See Appendix A)	

HAS YOUR ORGANIZATION RECEIVED A MUNICIPAL GRANT IN PREVIOUS YEARS? ☒ Yes ☐ No
AMOUNT OF GRANT PREVIOUSLY RECEIVED Year(s) 2016/17

\$ 4,500.00 In-Kind _____

PROJECT FUNDING/PARTNERSHIPS: (Indicate what other sources funding has been received or applied for. Use a separate sheet if necessary)

- | | |
|--|--|
| <input type="checkbox"/> Other levels of government | <input type="checkbox"/> United Counties of S.D. & G. |
| <input checked="" type="checkbox"/> Fundraising events | <input checked="" type="checkbox"/> Other sources (please specify) |
| <input checked="" type="checkbox"/> Donations | |

Please provide specific details. (For example: List other funders that have been contacted and funds received. Name other organizations that you are collaborating with to ensure the success of your project/program and how you will work with them.)

The Santa Claus Parade committee, a committee of the Cornwall and District Service Club Council with the support of the City of Cornwall, member clubs and local businesses both through financial and in-kind services support provide the citizens of Cornwall and area with a Breakfast With Santa, Santa's Street Hockey Challenge, various daytime events ending with a parade through the heart of Cornwall.

WILL THE CITY OF CORNWALL BE THE PRIMARY FUNDING SOURCE OF THIS SERVICE/PROGRAM?

☐ Yes

☒ No

How the funds will be used to support your project or operations?

To purchase insurance coverage to protect the people and the assets of the City of Cornwall.

How does this funding request relate to Council's strategic priorities?

How will the use of these funds benefit the residents of the City of Cornwall (specify the target audience)?

The majority of citizens come out to enjoy these free festivities.

How has the need for this service/project been determined?

The citizens of Cornwall have always stated that they look forward to the Santa Claus Parade.

How will you measure and evaluate the benefits of your service/project/program?

Merely by the 1,000s of people who line the parade route to view the parade.

What may be the implications if the grant request is not approved?

Without the support of the City of Cornwall the Santa Claus Parade would cease to exist.

D – APPLICATION CHECKLIST

Please confirm below that your organization has provided the following information attached with your application:

Board Information

Board of Directors / Executive Listing ☒ Yes ☐ No

Copy of the most recent AGM Minutes ☒ Yes ☐ No

Financial Information

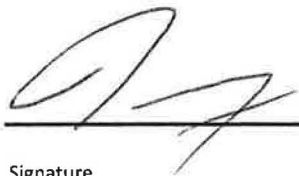
Current Year's Budget ☒ Yes ☐ No

Proposed Budget ☒ Yes ☐ No

Financial Statement (signed by 2 Directors) ☐ Yes ☐ No

E –SIGNATURE OF AUTHORIZED OFFICIAL(S)

We, the undersigned, certify that to the best of our knowledge the information provided in this municipal grant request is accurate and complete.



Chairperson

September 11, 2018

Signature

Title

Date

Parade Administrator

September 11, 2018

Signature

Title

Date

Email the completed original application and supporting documentation to finance@cornwall.ca

IMPORTANT: DOWNLOAD AND SAVE THIS DOCUMENT TO YOUR OWN SYSTEM TO AVOID LOSING DATA

APPENDIX A 2019 COMMUNITY EVENT (In-kind Services)



(Please complete if applying for in-kind services & attach to application.)

In-kind services does not include Police Services.)

Transportation / Parking Services	Description of Services Required
Labour	Police services, EMS, Cornwall Transit, Parks & Recreation, Public Works Dept.
Equipment	Ambulance, Police cars, Public Works vehicles, Transit buses.
Material	Fencing, barriers, cones, etc.
Other	
Municipal Works Services	Description of Services Required
Labour	Assemble Santa's float and judges stand. Set up barriers.
Equipment	
Material	
Other	
Park Services	Description of Services Required
Labour	
Equipment	
Material	
Facilities	

Recreation Services	Description of Services Required
Labour	
Equipment	
Material	
Facilities	
Other	Description of Services Required
Other (please specify)	



2019 Municipal Grant Application

Application deadline: September 15, 2018

Please ensure that you provide full, complete and clear answers to the questions on this form. Failure to provide the required information may result in your organization being ineligible.

Use a combination of this form and support sheets as needed. Please label your attachments according to the Section it relates to.

A - APPLICANT INFORMATION

Application Date	September 14, 2018
Name of Community Agency/Organization	Cornwall Canada Day Committee
Contact Person	Amanda Brisson
Email	amanda-r-brisson@hotmail.com
Telephone	613-330-5079
Mailing Address	357 Angela Cres Cornwall, ON K6H 6Z9

B - GENERAL INFORMATION

Type of organization (ie: Registered Charity, Non-Profit Organization, no status, etc.) no status

Incorporated as Non-Profit Organization: ☒ Yes ☐ No

Outline the mission statement, purpose and objectives of your organization.

To provide a day of fun, free family activities for the citizens of Cornwall & District to Celebrate Canada's Birthday.

C - GRANT REQUEST

Under what classification are you requesting a Grant?

- ☐ CORPORATE GRANT ☐ COMMUNITY EVENT GRANT
☐ COMMUNITY PROJECT GRANT ☒ IN-KIND SERVICES (use of City property/facilities, resources, materials)

AMOUNT OF GRANT REQUEST

\$ _____ ☐ ONE-TIME ASSISTANCE ☐ ONGOING ASSISTANCE

In- Kind \$ _____ ☐ ONE-TIME ASSISTANCE ☒ ONGOING ASSISTANCE

(See Appendix A)

HAS YOUR ORGANIZATION RECEIVED A MUNICIPAL GRANT IN PREVIOUS YEARS?

☒ Yes ☐ No

AMOUNT OF GRANT PREVIOUSLY RECEIVED

Year(s) 17

\$ 0 In-Kind _____

PROJECT FUNDING/PARTNERSHIPS: (Indicate what other sources funding has been received or applied for. Use a separate sheet if necessary)

- ☒ Other levels of government ☐ United Counties of S.D. & G.
☐ Fundraising events ☐ Other sources (please specify)
☒ Donations

Please provide specific details. (For example: List other funders that have been contacted and funds received. Name other organizations that you are collaborating with to ensure the success of your project/program and how you will work with them.)

Heritage Grant 11,000
Public Donations 18,000

WILL THE CITY OF CORNWALL BE THE PRIMARY FUNDING SOURCE OF THIS SERVICE/PROGRAM?

☒ Yes ☐ No

How the funds will be used to support your project or operations?

The ~~the~~ in kind services are Key to pulling this event off. The committee has been successful at raising enough funds for the activities, but the additional cost to maintain park and security will Prove to much to handle.

How does this funding request relate to Council's strategic priorities?

The city council has been focusing a lot on Strategic growth. I feel our celebration of Canada's birthday brings many people from ~~S~~urrounding areas. In turn it shows our growth and stability of our community.

How will the use of these funds benefit the residents of the City of Cornwall (specify the target audience)?

We target all ages at our event.

senior breakfast: for those who can't make it to
night activities.

free swim: for children

Children's tent: all kinds of free children fun

bandshell: adults of all ages enjoy local bands

fireworks: for all.

How has the need for this service/project been determined?

This has been an ongoing need that the city has supported for over 17 yrs.

Lorne (a city employee) is key to helping us understand the needs of the event.

How will you measure and evaluate the benefits of your service/project/program?

The picture of the park says it all. We have estimated an average of 20,000 in and around the park and waterfront.

What may be the implications if the grant request is not approved?

If not approved we will need to scale back on the entertainment and park activities and just focus on the fireworks.

D - APPLICATION CHECKLIST

Please confirm below that your organization has provided the following information attached with your application:

Board Information

Board of Directors / Executive Listing

☒ Yes

☐ No

Copy of the most recent AGM Minutes

☐ Yes

☒ No

we don't hold an AGM.

Financial Information

Current Year's Budget

☒ Yes

☐ No

Proposed Budget

☒ Yes

☐ No






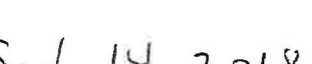
Financial Statement (signed by 2 Directors)

☒ Yes

☐ No

E -SIGNATURE OF AUTHORIZED OFFICIAL(S)

We, the undersigned, certify that to the best of our knowledge the information provided in this municipal grant request is accurate and complete.

	
Signature	Signature
	
Title	Title
	
Date	Date

Email the completed original application and supporting documentation to finance@cornwall.ca

IMPORTANT: DOWNLOAD AND SAVE THIS DOCUMENT TO YOUR OWN SYSTEM TO AVOID LOSING DATA



APPENDIX A

2019 COMMUNITY EVENT (In-kind Services)

(Please complete if applying for in-kind services & attach to application.

In-kind services does not include Police Services.)

Transportation / Parking Services	Description of Services Required
Labour	
Equipment	
Material	
Other	
Municipal Works Services	Description of Services Required
Labour	
Equipment	
Material	
Other	
Park Services	Description of Services Required
Labour	
Equipment	
Material	
Facilities	
Recreation Services	Description of Services Required
Labour	
Equipment	
Material	
Facilities	
Other	Description of Services Required
Other (please specify)	

2019 Municipal Grant Application

Application deadline: September 15, 2018

Please ensure that you provide full, complete and clear answers to the questions on this form. Failure to provide the required information may result in your organization being ineligible.

Use a combination of this form and support sheets as needed. Please label your attachments according to the Section it relates to.

A APPLICANT INFORMATION

Application Date	September 14, 2018
Name of Community Agency/Organization	Cornfest BlockParty
Contact Person	John Lucio
Email	Chairman@CornfestBlockParty.com
Telephone	Office 613-935-8101 Mobile 613-360-1607
Mailing Address	327 Second Street East Cornwall, ON K6H 1Y8

B GENERAL INFORMATION

Type of organization (ie: Registered Charity, Non-Profit Organization, no status, etc.) Sole Proprietorship (See Appendix B)

Incorporated as Non-Profit Organization: ☐ Yes ☒ No (community fundraising event with 25% of the net profit going to charity)

Outline the mission statement, purpose and objectives of your organization.

Mission: To become a tool for public conviviality, turning Lamoureux Park into the Block Party Central of Cornwall at night and the Community Family Unity Center by day; and to become a fabulous experience for anyone visiting "Cornwall" at the time. Visit <http://CornfestBlockParty.com>

Purpose: To show this town that if you build it (right), they will come. (People will come for the unity, the conviviality, and for the party. Not just for the corn.)

Objectives:

- Bring the unique food, the live entertainment, the festivities, contests & competitions and fun activities to the park.
- Establish a huge Community Yard Sale, where one man's trash becomes another man's treasure and vice versa.
- Provide a substantial amount from partial proceeds of the event to our charity of choice—The Optimist Club of Cornwall—for the Youth of the City. (25% of our Net Profit will be donated to them).

C – GRANT REQUEST

Under what classification are you requesting a Grant?

- ☐ CORPORATE GRANT
☐ COMMUNITY PROJECT GRANT

- ☐ COMMUNITY EVENT GRANT
☒ IN-KIND SERVICES (use of City property/facilities, resources, materials)

OF GRANT REQUEST AMOUNT

\$ _____

- ☐ ONE-TIME ASSISTANCE ☐ ONGOING ASSISTANCE

In- Kind \$ _____

- ☐ ONE-TIME ASSISTANCE ☒ ONGOING ASSISTANCE

*As this would be a yearly event,
the hope is annually for assistance.*

(See Appendix A)

HAS YOUR ORGANIZATION RECEIVED A MUNICIPAL GRANT IN PREVIOUS YEARS?

☐ Yes ☒ No

AMOUNT OF GRANT PREVIOUSLY RECEIVED Year(s) _____

\$ _____ In-Kind _____

PROJECT FUNDING/PARTNERSHIPS: (Indicate what other sources funding has been received or applied for. Use a separate sheet if necessary)

- ☐ Other levels of government ☐ United Counties of S.D. & G.
☒ Fundraising events ☒ Other sources (please specify)
☒ Donations

Please provide specific details. (For example: List other funders that have been contacted and funds received. Name other organizations that you are collaborating with to ensure the success of your project/program and how you will work with them.)

Cornfest BlockParty actively pursues sponsors and advertisers to help cover the overhead of putting this event together. Our strong family ties with local key marketing and advertising companies—Versacore & The Seeker—gives us an edge over the competition. Graphics, Web design and marketing are done in house for free, and printed promotional material is provided at cost price, slashing the burden of expensive overhead another organization would have to shoulder to run an event of this magnitude.

WILL THE CITY OF CORNWALL BE THE PRIMARY FUNDING SOURCE OF THIS SERVICE/PROGRAM? ☐ Yes

☒ No

How the funds will be used to support your project or operations?

N/A

Not seeking financial support

How does this funding request relate to Council's strategic priorities?

- Yard sales help keep the economy moving. Websites such as Kijiji, Craigslist, and Facebook MarketPlace are a testament to the exchange of commerce between citizens.
- This festival generates tourism.
- Cornfest helps our local farming
- The Block Party elevates the spirit of the community.
- Fun for the whole family builds solidarity in the community.
- Optimist Club Tri-Star Sports competitions and other activities for the youth.
- Vendor booths have people working, contributing to our local economy.
- When people anticipate an event all year long, the City thrives that much more.
- This event will employ locally to help run it.

How will the use of these funds benefit the residents of the City of Cornwall (specify the target audience)?

This is a Free Admission event allowing everyone to enjoy free entertainment regardless of ability to pay.

This event targets all classes of people from all walks of life, getting everyone involved. It's a free admission event welcoming everyone to come and participate in the many activities outside the Beer Garden while listening to live music.

Investing in raising the morale of the youth is an investment in their future.

How has the need for this service/project been determined?

Through organizing 5 Cornwall Ribfest events, the one idea that resonates most in my mind is that a more diverse event would attract a more diverse attendee base. Our community is small and not everyone is into the spirit of Barbecue. More profoundly, diversity often breeds success. I see Inclusion and Diversity as a Growth Strategy, not a Cost.

Every event sends out signals about who's welcomed and who's not. The need for this particular event is determined by the reception of a broader signal.

How will you measure and evaluate the benefits of your service/project/program?

The number of attendees says a lot. But the way I've learned to measure the success of an event is through the success & satisfaction of my vendors. When vendors are happy, it's because visitors were spending money. When vendors are ecstatic, the evaluation of how well the event went is off the chart.

What may be the implications if the grant request is not approved?

Additional overhead detracting from the partial proceeds allocated for charity.

D – APPLICATION CHECKLIST

Please confirm below that your organization has provided the following information attached with your application:

Board Information

Board of Directors / Executive Listing

☒ Yes ☐ No

Copy of the most recent AGM Minutes

☐ Yes ☐ No

We haven't had an AGM yet

Financial Information

Current Year's Budget

☒ Yes ☐ No

Proposed Budget

☒ Yes ☐ No

Financial Statement (signed by 2 Directors)

☒ Yes ☐ No

E –SIGNATURE OF AUTHORIZED OFFICIAL(S)

We, the undersigned, certify that to the best of our knowledge the information provided in this municipal grant request is accurate and complete.

Signature

Title

Date

organizer

14 Sept 2018

Signature

Title

Date

Email the completed original application and supporting documentation to finance@cornwall.ca

IMPORTANT: DOWNLOAD AND SAVE THIS DOCUMENT TO YOUR OWN SYSTEM TO AVOID LOSING DATA

APPENDIX A 2019 COMMUNITY EVENT (In-kind Services)



(Please complete if applying for in-kind services & attach to application.
In-kind services does not include Police Services.)

Transportation / Parking Services	Description of Services Required
Labour	
Equipment	
Material	
Other	
Municipal Works Services	Description of Services Required
Labour	
Equipment	
Material	
Other	
Park Services	Description of Services Required
Labour	Park Setup/Clean-up
Equipment	Sweeper/Loader to move Chairs & Tables
Material	Barricades, Fencing, Cow mats, Chairs & tables, Recycling and Refuse Bags, Containers for garbage & recycling.
Facilities	Landfill fees, Garbage Hauling/Dumpsters, ESA Electrician charges if applicable
Recreation Services	Description of Services Required
Labour	
Equipment	Optimist Tri-Star Sports equipment for Football, Basketball, and Soccer
Material	
Facilities	
Other	Description of Services Required
Other (please specify)	Partition sporting barricades for Nerf gun battles kids will enjoy



APPENDIX B 2019 COMMUNITY EVENT (In-kind Services)

(Please complete if applying for in-kind services & attach to application.
In-kind services does not include Police Services.)

Execution	Description of this Sole Proprietorship Fundraising Event
Type of fundraising event	The Cornfest BlockParty is a community fundraising event.
Percentage goes to Charity	25% of the net profit earned will be charity donated to the Optimist Club of Cornwall.
Leadership	Cornfest BlockParty is comprised of one director (myself) and a board of advisors.
More information	Visit the CornfestBlockParty.com website for more information about this amazing festival.

2019 Municipal Grant Application

Application deadline: September 15, 2018

Please ensure that you provide full, complete and clear answers to the questions on this form. Failure to provide the required information may result in your organization being ineligible.

Use a combination of this form and support sheets as needed. Please label your attachments according to the Section it relates to.

A – APPLICANT INFORMATION	
Application Date	September 11, 2018
Name of Community Agency/Organization	Optimist Club of Cornwall/Cornwall Springfest
Contact Person	Terry Muir
Email	Terrymuir6@gmail.com
Telephone	613-362-3101
Mailing Address	P.O. Box 794 Station Main Cornwall, On K6H 5T7
B - GENERAL INFORMATION	
Type of organization (ie: Registered Charity, Non-Profit Organization, no status, etc.) <u>Non profit</u>	
Incorporated as Non-Profit Organization: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	

Outline the mission statement, purpose and objectives of your organization.

Objectives: To help youth through our activities. We currently sponsor Cornwall Optimist Minor Ball Hockey League, Cornwall Optimist Minor Softball League, Respect for Law, Youth Achievement Awards, Little Rascals Pine Derby Race, the Cornwall Optimist Soap Box Derby and many other programs geared towards youth.

Mission: By providing hope and positive vision, Optimists bring out the best in youth.

Purpose: To develop Optimism as a philosophy of life utilizing the tenets of the Optimist Creed. To promote an active interest in good government and civic affairs, to inspire respect for law, to promote patriotism and work for international accord and friendship among all people; to aid and encourage the development of youth; in the belief that the giving of one's self in service to others will advance the wellbeing of humankind, community life and the world.

C – GRANT REQUEST

Under what classification are you requesting a Grant?

☐ CORPORATE GRANT

COMMUNITY EVENT GRANT

☐ COMMUNITY PROJECT GRANT

☒ IN-KIND SERVICES (use of City property/facilities, resources, materials)

OF GRANT REQUEST

AMOUNT

\$ _____

☐ ONE-TIME ASSISTANCE

ONGOING ASSISTANCE

In-Kind \$ _____

☐ ONE-TIME ASSISTANCE

☒ ONGOING ASSISTANCE

(See Appendix A)

HAS YOUR ORGANIZATION RECEIVED A MUNICIPAL GRANT IN PREVIOUS YEARS?

No

AMOUNT OF GRANT PREVIOUSLY RECEIVED Year(s)

\$ _____ In-Kind _____

PROJECT FUNDING/PARTNERSHIPS: (Indicate what other sources funding has been received or applied for. Use a separate sheet if necessary)

- | | |
|--|--|
| <input type="checkbox"/> Other levels of government | <input type="checkbox"/> United Counties of S.D. & G. |
| <input checked="" type="checkbox"/> Fundraising events | <input checked="" type="checkbox"/> Other sources (please specify) |
| <input checked="" type="checkbox"/> Donations | |

Please provide specific details. (For example: List other funders that have been contacted and funds received. Name other organizations that you are collaborating with to ensure the success of your project/program and how you will work with them.)

The Optimist Club of Cornwall actively searches for sponsors and advertisers for this event to assist in the cost of putting this event on.

WILL THE CITY OF CORNWALL BE THE PRIMARY FUNDING SOURCE OF THIS SERVICE/PROGRAM?

☒ No

How the funds will be used to support your project or operations?

How does this funding request relate to Council's strategic priorities?

This event will bring many visitors to Cornwall and area as well as out of town personnel that are involved with the event adding to the accommodation industry.

How will the use of these funds benefit the residents of the City of Cornwall (specify the target audience)?

How has the need for this service/project been determined?

There is a need for the youth services that the Optimist Club of Cornwall provides and this allows us to earn some of the funds required to fund the programs we offer.

How will you measure and evaluate the benefits of your service/project/program?

Through the number of visitors and our ability to fund our ongoing programs for youth.

What may be the implications if the grant request is not approved?

It would be a larger burden placed on the community as we raise the funds required for a successful event as the cost of the services provided by the City of Cornwall would erode our ability to raise funds for other projects.

D – APPLICATION CHECKLIST

Please confirm below that your organization has provided the following information attached with your application:

Board Information

Board of Directors / Executive Listing Yes

Copy of the most recent AGM Minutes Yes

Financial Information

Current Year's Budget No

Proposed Budget Yes

Financial Statement (signed by 2 Directors) No

E –SIGNATURE OF AUTHORIZED OFFICIAL(S)

We, the undersigned, certify that to the best of our knowledge the information provided in this municipal grant request is accurate and complete.

September 11, 2018

Co-Chair

Signature 

Title

Date

September 11, 2018

Signature

Co-Chair

Title

Date

Email the completed original application and supporting documentation to finance@cornwall.ca

IMPORTANT: DOWNLOAD AND SAVE THIS DOCUMENT TO YOUR OWN SYSTEM TO AVOID LOSING DATA

APPENDIX A 2019 COMMUNITY EVENT (In-kind Services)



(Please complete if applying for in-kind services & attach to application.

In-kind services does not include Police Services.)

Transportation / Parking Services	Description of Services Required
Labour	
Equipment	
Material	
Other	Free passes on Cornwall Transit buses for people attending the event.
Municipal Works Services	Description of Services Required
Labour	
Equipment	
Material	
Other	
Park Services	Description of Services Required
Labour	Park set-up/Clean-up.
Equipment	Sweeper, loader to move tables and chairs.
Material	Cow mats, tables and chairs, recycling and refuse bags. Containers for garbage and recycling.
Facilities	

Recreation Services	Description of Services Required
Labour	
Equipment	Fencing
Material	
Facilities	
Other	Description of Services Required
Other (please specify)	Use of the Civic Complex salons A, B and C in the event of severe weather.
	EMS on site.
	Police services for approximately 64 hours.



The Hub for Beyond 21 Foundation
PO Box 1901, Stn Main
Cornwall, ON, K6H 6N6
613.935.3121
www.beyond21.org

September 11, 2018

City of Cornwall – Financial Services
104 – 100 Water Street East,
Cornwall, ON, K6H 6G4

Attached you will find the 2019 Special Events Grant Application from the Hub for Beyond 21 Foundation. This application is in regards to the 2019 Cornwall Food Fest which will be held in the downtown, Pitt street between First and Third on Saturday August 17th.

At Beyond 21 our focus is to see the people we serve – adults with developmental disabilities – be a part of and be successful in community. That is where the concept of the Cornwall Food Fest came from. We wanted create an event that brought community together to celebrate right in the heart of our city, our downtown. This event brings together gourmet food trucks with local restaurants in a battle for best street food. We add in local artisans showcasing and offering their wares for sale. All our vendors, food and dry goods both, are drawn first from SDG and then from within a 125KM radius keeping the event as local as possible. In addition to food and dry good vendors there is a family zone with children's activities all day. Our entertainment tent hosts local musicians performing live throughout the event. For 2019 we will be once again including the addition of a "Community Stage" at Pitt and First street featuring performances that celebrate the traditions and culture that make up our region.

Also in 2019 we will once again partner with the "Vicious Varieties" car show and Cornwall District Kennel Club canine demonstrations. Your Arts Council has also expressed a desire to include YACabuskalooza with the 2019 Food Fest as they did in 2018. We have also been approached by another local group who is looking at the possibility of hosting a late afternoon / evening event in Lamoureux Park that would complement the Food Fest and extend the activities into the evening. These events people from across the region and from out of town into Cornwall. Feedback from attendees of last year's event regarding the partnership of the events was extremely positive! In fact, last year saw close to 10 000 people attend Cornwall Food Fest with increased numbers from out of town, especially from Quebec. Downtown merchants also report an increase in customers who not only visit on Food Fest day but who come back as return customers. Clearly these combined events drew people into our area and into the downtown!

The support and participation of the City of Cornwall each year has a strong positive impact on the Food Fest and also brought positive attention to the city. As event organizer I have nothing but praise for the work of the City employees who support this event throughout the day. Their work to keep the area clean and their assistance with street closures is done not just in a timely manner, but with joy and pride in our city. And

"It is our sincere hope in creating this unique learning center that our participants wake up every day and have something meaningful to look forward to."

United Way Accredited Agency

that reflects to the people attending the event. The picnic tables were greeted not just with support by those attending the event but by merchants and customers on the days preceding the event (as the tables were in place a few days early). The support with set up / take down of the road closure and assistance throughout the day with garbage was invaluable to us and we both thank and commend the city for the work that was provided that day. The presence of the Community Police and Cornwall Fire Department (who dropped by with their ladder truck) was also a strong addition with many people commenting favourably on seeing our first responders as a part of the event, having the opportunity to speak with the officers, and often, having pictures taken with them. The city of Cornwall staff, both before and during our event, were a pleasure to work with and we are hoping that this support can be continued as we move into 2019. We truly value the city's contribution and consider it a key part of the event's success.

As previously discussed our fiscal year end is August 31. Therefore, I have attached our AGM from 2016-2017. Our 2017-2018 financials and AGM minutes will be forwarded to the city once they have been completed most likely early in 2019. I have attached a breakdown of our current year's budget and proposed budget. Please note that the current year's budget includes funding donated from a foundation that was used to purchase a building which we will move into in 2019. As such our revenue and expense in 2019 will be significantly different to 2018.

Thank you for considering our request.

Jane McLaren, MM, MTA
Executive Director Beyond 21
Cornwall Food Fest Coordinator
Jane.mclaren@beyond21.org

Attachments:
City of Cornwall Special Events Application
Beyond 21 Board of Director's List
Budget (Current and Proposed)
Income Statement / Financial Statement, signed
AGM / Financials 2016-2017

"It is our sincere hope in creating this unique learning center that our participants wake up every day and have something meaningful to look forward to."

United Way Accredited Agency

2019 Municipal Grant Application

Application deadline: September 15, 2018

Please ensure that you provide full, complete and clear answers to the questions on this form. Failure to provide the required information may result in your organization being ineligible.

Use a combination of this form and support sheets as needed. Please label your attachments according to the Section it relates to.

A - APPLICANT INFORMATION

Application Date	September 11, 2018
Name of Community Agency/Organization	The Hub for Beyond 21 Foundation
Contact Person	Jane McLaren
Email	jane.mclaren@beyond21.org
Telephone	613.935.3121
Mailing Address	PO Box 1901, Stn Main Cornwall, ON K6H 6N6

B - GENERAL INFORMATION

Type of organization (ie: Registered Charity, Non-Profit Organization, no status, etc.) Registered Charity

Incorporated as Non-Profit Organization: ☐ Yes ☒ No

X

Outline the mission statement, purpose and objectives of your organization.

Vision: To enable adults with a Developmental Disability (DD) to live connected, respected, and contributing to community.

Mission: To create and offer a unique structured program that is meaningful, inclusive and community based. To offer programming for adults with a DD that highlights and maximizes each individual's potential. To create a safe environment where adults with a DD can thrive and grow socially, physically, emotionally, and intellectually. To connect adults with a DD with the skills and communit knowledge they need to succeed in their futures. To build and foster partnerships that help support adults with a DD in the community.

C - GRANT REQUEST

Under what classification are you requesting a Grant?

- ☐ CORPORATE GRANT ☐ COMMUNITY EVENT GRANT
☐ COMMUNITY PROJECT GRANT ☒ IN-KIND SERVICES (use of City property/facilities, resources, materials)

AMOUNT OF GRANT REQUEST

\$ _____ ☐ ONE-TIME ASSISTANCE ☐ ONGOING ASSISTANCE
In-Kind \$ _____ ☐ ONE-TIME ASSISTANCE ☒ ONGOING ASSISTANCE
(See Appendix A)

HAS YOUR ORGANIZATION RECEIVED A MUNICIPAL GRANT IN PREVIOUS YEARS? ☒ Yes ☐ No

AMOUNT OF GRANT PREVIOUSLY RECEIVED Year(s) 2016-18
\$ _____ In-Kind received in kind services

PROJECT FUNDING/PARTNERSHIPS: (Indicate what other sources funding has been received or applied for. Use a separate sheet if necessary.)

- ☐ Other levels of government ☐ United Counties of S.D. & G.
☐ Fundraising events ☐ Other sources (please specify)
☒ Donations

Please provide specific details. (For example: List other funders that have been contacted and funds received. Name other organizations that you are collaborating with to ensure the success of your project/program and how you will work with them.)

Public donations and sponsorships for the event

WILL THE CITY OF CORNWALL BE THE PRIMARY FUNDING SOURCE OF THIS SERVICE/PROGRAM? ☐ Yes ☒ No

How the funds will be used to support your project or operations?

The in kind donation goes to provide support services for the Cornwall Food Fest. This is a street festival held in the downtown from Water to Third Streets. The services include use of picnic tables, tables, chairs, road closure, garbage pick up, and a stage riser for musicians. The city's support helps to provide and atmosphere that encourages event goers to stay and linger in the downtown and enjoy both the event and our downtown area. This increases people engaging with downtown merchants/stores. We have seen and heard from merchants that the presence of the picnic tables a few days prior to the event has people sitting and enjoying the downtown even more then just at the event. The city's support provides a safe, clean, enjoyable atmosphere that promotes our downtown as the place to be not just event day but any day of the year.

How does this funding request relate to Council's strategic priorities?

2018 saw our largest attendance to date and our attendance continues to grow. This event is now drawing people from out of town who return on a regular basis. 2018 saw a major increase of visitors from Quebec. The event ties local businesses to the event by hosting the festival in the downtown. We hear each year from downtown merchants who gain new customers through this event who then return to Cornwall to continue to patronize our stores. We are currently speaking with a group that is looking to partner with us and expand into Lamoureux Park/Bandshell which would again link the waterfront directly to the event. We have confirmed with Vicious Varieties Car Show as well as Cornwall District Kennel Club to their events from Water to First Street. This is truly an event that is built on community partnerships, drawing in tourism, highlighting our city, and celebrating our community.

How will the use of these funds benefit the residents of the City of Cornwall (specify the target audience)?

This event targets families and has something for all ages. We have children's activities in our Family Zone. Artisans and sidewalk sales to browse. A car show and as of 2018 CDKC has added demonstrations and information on dog obedience, breeds, and training. Buskers are on the street entertaining. Our musicians draw from the variety of local performers we have and range from francophone to pop to rock. We feature food vendors who have vegetarian, gluten free, sweet treats, and of course poutine. And each year new local food vendors join our line up. We were thrilled to see Shah's Kebobs win People's Choice this year and he has spoken several times to us about the result this has had on increasing his business post the event. We also feature a small licensed area where you can sit back with a cold drink and catch some live music. This is truly a day where the entire family can share in our downtown and celebrate our city.

How has the need for this service/project been determined?

Over a year was spent in research and discussions prior to the 2015 event. We met with downtown merchants and heard both their interest and their concerns. We spoke with others who host similar events to learn what works and does not work and how they addressed concerns similar to those expressed. We looked at other events in the area. Overall we discerned that though there were many festivals in the area none were a street festival that featured our downtown or tied the downtown to our waterfront. Out of this research the 2015 Cornwall Food Fest was created. 2019 will be our fifth year with the event. It has grown each year in community partnerships and in attendance.

How will you measure and evaluate the benefits of your service/project/program?

The event is measured by attendance numbers and funds raised. We also solicit feedback from our volunteers and our vendors (survey responses) as well as speaking with downtown merchants to learn what worked / what did not work so that we can improve going forward.

What may be the implications if the grant request is not approved?

It would impact the ability of our organization to host the event and may result in us having to downscale, relocate, or cancel the event.

D - APPLICATION CHECKLIST

Please confirm below that your organization has provided the following information attached with your application:

Board Information



Board of Directors / Executive Listing	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Copy of the most recent AGM Minutes	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

Financial Information

Current Year's Budget	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Proposed Budget	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Financial Statement (signed by 2 Directors)	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

E -SIGNATURE OF AUTHORIZED OFFICIAL(S)

We, the undersigned, certify that to the best of our knowledge the information provided in this municipal grant request is accurate and complete.

	President	September 11, 2010
Signature	Title	Date
	Treasurer	September 11, 2010
Signature	Title	Date

Email the completed original application and supporting documentation to finance@cornwall.ca

IMPORTANT: DOWNLOAD AND SAVE THIS DOCUMENT TO YOUR OWN SYSTEM TO AVOID LOSING DATA



APPENDIX A

2019 COMMUNITY EVENT (In-kind Services)

(Please complete if applying for in-kind services & attach to application.

In-kind services does not include Police Services.)

Transportation / Parking Services	Description of Services Required
Labour	
Equipment	
Material	
Other	free shuttle from Walmart parking to downtown to help with parking congestion in the downtown
Municipal Works Services	Description of Services Required
Labour	road closure garbage pick up deliver picnic tables, tables and chairs, set up & take down stage
Equipment	35 tables 50 picnic tables, 175 chairs, 25 garbage cans, 2 dumpsters, stage riser for Pitt and First St
Material	
Other	use of power from power outlets in small postslocated on Pitt Street in city flower beds e.g in front of Cailuan Gallery
Park Services	Description of Services Required
Labour	
Equipment	
Material	
Facilities	
Recreation Services	Description of Services Required
Labour	
Equipment	
Material	
Facilities	
Other	Description of Services Required
Other (please specify)	Community Police Support



2019 Municipal Grant Application

Application deadline: September 15, 2018

Please ensure that you provide full, complete and clear answers to the questions on this form. Failure to provide the required information may result in your organization being ineligible.

Use a combination of this form and support sheets as needed. Please label your attachments according to the Section it relates to.

A – APPLICANT INFORMATION	
Application Date	September 11, 2018
Name of Community Agency/Organization	Cornwall and District service Club Council
Contact Person	Terry Muir
Email	Terrymuir6@gmail.com
Telephone	613-362-3101
Mailing Address	P.O. Box 2002 Cornwall, On K6H 6N7

B - GENERAL INFORMATION	
Type of organization (ie: Registered Charity, Non-Profit Organization, no status, etc.) <u>Non profit</u>	
Incorporated as Non-Profit Organization: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	

Mission: Promote cooperation between service clubs.

PROJECT FUNDING/PARTNERSHIPS: (Indicate what other sources funding has been received or applied for. Use a separate sheet if necessary)

- | | |
|--|--|
| <input type="checkbox"/> Other levels of government | <input type="checkbox"/> United Counties of S.D. & G. |
| <input checked="" type="checkbox"/> Fundraising events | <input checked="" type="checkbox"/> Other sources (please specify) |
| <input checked="" type="checkbox"/> Donations | |

Please provide specific details. (For example: List other funders that have been contacted and funds received. Name other organizations that you are collaborating with to ensure the success of your project/program and how you will work with them.)

The Cornwall and District Service Club Council member clubs are in the process of fulfilling a \$250,000.00 pledge to the construction of the children's ward of the Addiction and Mental Health facility at the Cornwall Community Hospital.

WILL THE CITY OF CORNWALL BE THE PRIMARY FUNDING SOURCE OF THIS SERVICE/PROGRAM? ☐ Yes ☒ No

How the funds will be used to support your project or operations?

How does this funding request relate to Council's strategic priorities?

How will the use of these funds benefit the residents of the City of Cornwall (specify the target audience)?

How has the need for this service/project been determined?

The youth of our community need to have a facility dedicated to them in the event of crisis.

How will you measure and evaluate the benefits of your service/project/program?

The ongoing success of our youth.

What may be the implications if the grant request is not approved?

It would be a larger burden placed on the community as we raise the funds required for a successful event.

D – APPLICATION CHECKLIST

Please confirm below that your organization has provided the following information attached with your application:

Board Information

Board of Directors / Executive Listing ☒ Yes ☐ No

Copy of the most recent AGM Minutes ☐ Yes ☒ No

Financial Information

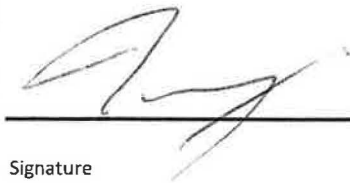
Current Year's Budget ☐ Yes ☐ No

Proposed Budget ☐ Yes ☐ No

Financial Statement (signed by 2 Directors) ☐ Yes ☐ No

E –SIGNATURE OF AUTHORIZED OFFICIAL(S)

We, the undersigned, certify that to the best of our knowledge the information provided in this municipal grant request is accurate and complete.



Member

September 11, 2018

Signature

Title

Date

Signature

Title

Date

Email the completed original application and supporting documentation to finance@cornwall.ca

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APPENDIX A 2019 COMMUNITY EVENT (In-kind Services)



(Please complete if applying for in-kind services & attach to application.

In-kind services does not include Police Services.)

Transportation / Parking Services	Description of Services Required
Labour	
Equipment	
Material	
Other	
Municipal Works Services	Description of Services Required
Labour	
Equipment	
Material	
Other	
Park Services	Description of Services Required
Labour	
Equipment	
Material	
Facilities	

Recreation Services	Description of Services Required
Labour	
Equipment	
Material	
Facilities	
Other	Description of Services Required
Other (please specify)	Use of the Civic Complex salons A, B and C and cooking facilities for events to raise funds up to four times per year.



2019 Municipal Grant Application

Application deadline: September 15, 2018

Please ensure that you provide full, complete and clear answers to the questions on this form. Failure to provide the required information may result in your organization being ineligible.

Use a combination of this form and support sheets as needed. Please label your attachments according to the Section it relates to.

A – APPLICANT INFORMATION	
Application Date	September 11, 2018
Name of Community Agency/Organization	Optimist Club of Cornwall/Youth Achievement Awards
Contact Person	Terry Muir
Email	<u>Terrymuir6@gmail.com</u>
Telephone	613-362-3101
Mailing Address	P.O. Box 794 Station Main Cornwall, On K6H 5T7
B - GENERAL INFORMATION	
Type of organization (ie: Registered Charity, Non-Profit Organization, no status, etc.) <u>Non profit</u>	
Incorporated as Non-Profit Organization: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	

PROJECT FUNDING/PARTNERSHIPS: (Indicate what other sources funding has been received or applied for. Use a separate sheet if necessary)

- ☐ Other levels of government
- ☐ United Counties of S.D. & G.
- ☒ Fundraising events
- ☒ Other sources (please specify)
- ☒ Donations

Please provide specific details. (For example: List other funders that have been contacted and funds received. Name other organizations that you are collaborating with to ensure the success of your project/program and how you will work with them.)

The Optimist Club of Cornwall raises funds through various methods to partner with YourTV to allow the Youth Achievement Awards to be offered.

WILL THE CITY OF CORNWALL BE THE PRIMARY FUNDING SOURCE OF THIS SERVICE/PROGRAM? ☐ Yes ☒ No

How the funds will be used to support your project or operations?

How does this funding request relate to Council's strategic priorities?

How will the use of these funds benefit the residents of the City of Cornwall (specify the target audience)?

How has the need for this service/project been determined?

The youth of our community need to be recognized for their achievements and the effort they make towards our community and social services.

How will you measure and evaluate the benefits of your service/project/program?

The ongoing success of our youth.

What may be the implications if the grant request is not approved?

It would be a larger burden placed on the community as we raise the funds required for a successful event.

D – APPLICATION CHECKLIST

Please confirm below that your organization has provided the following information attached with your application:

Board Information

Board of Directors / Executive Listing ☒ Yes ☐ No

Copy of the most recent AGM Minutes ☐ Yes ☒ No

Financial Information

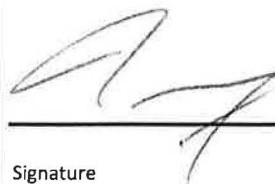
Current Year's Budget ☐ Yes ☐ No

Proposed Budget ☐ Yes ☐ No

Financial Statement (signed by 2 Directors) ☐ Yes ☐ No

E –SIGNATURE OF AUTHORIZED OFFICIAL(S)

We, the undersigned, certify that to the best of our knowledge the information provided in this municipal grant request is accurate and complete.



President Elect

September 11, 2018

Signature

Title

Date

Signature

Title

Date

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APPENDIX A 2019 COMMUNITY EVENT (In-kind Services)



(Please complete if applying for in-kind services & attach to application.

In-kind services does not include Police Services.)

Transportation / Parking Services	Description of Services Required
Labour	
Equipment	
Material	
Other	
Municipal Works Services	Description of Services Required
Labour	
Equipment	
Material	
Other	
Park Services	Description of Services Required
Labour	
Equipment	
Material	
Facilities	

Recreation Services	Description of Services Required
Labour	
Equipment	
Material	
Facilities	
Other	Description of Services Required
Other (please specify)	Use of the Civic Complex salons A, B and C and cooking facilities for this event.